

## **Impact of Transformational Leadership, Personality and Job Involvement to Organizational Citizenship Behavior of Ranked Structural Officials Directorate General of Teachers and Education Personnel Ministry of Education and Culture Republic of Indonesia**

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**Abstract:** The purpose of this study examines the impact of transformational leadership, personality, job involvement to organizational citizenship behavior (OCB) structural officials directorate general of teachers and education personnel of the ministry of education and culture. The research used quantitative method with survey approach. Research sample of 123 structural officials of echelon 4 are taken at random. Collecting data using questionnaires and data analyzed using path analysis. The results showed: transformational leadership had a direct positive and significant effect on OCB; personality had a direct positive and significant on OCB; And job involvement has a direct positive and significant effect on OCB; Transformational leadership has a direct positive and significant impact on job involvement; Personality has a direct positive and significant effect on job involvement; Transformational leadership has a direct positive and significant effect on the personality. Thus, in order to increase OCB to structural officials in the directorate general of teachers and education personnel environment, transformational leadership, personality, and job involvement need to be improved.

**Keywords:** Transformational leadership, personality, job involvement, organizational citizenship behavior.

### **INTRODUCTION**

One of the most decisive things for organizations lies in the organizational citizenship behavior (OCB) of its members. OCB is the willingness of members of an organization to act outside its formal role for the progress of the organization, successfully exceeding the targets or standards set by the organization. High OCB is demonstrated through behavior in the form of altruism, consciousness, sportsmanship, courtesy, and civic virtue. Thus, behaviors that reflect OCB may secure the organization, move forward the organization, and create a quality work life that is conducive to every member of the organization. Leadership behaviors are needed by an organization to develop its organization optimally. Especially for public organizations such as government which its excellent services are the priority to the community, OCB is very important and needed. It also occurs in the Directorate General of Teachers and Education Personnel Ministry of Education and Culture Republic of Indonesia. As a work unit of the Government under the auspices of Ministry of Education and Culture, the Directorate General of Teachers and Education Personnel also provides public

services to the public, especially those related to the development and empowerment of teachers and education personnel. That is, the role of Directorate General of Teachers and Education Personnel is very strategic in an effort to prepare superior and qualified teachers and education personnel. The results of a survey conducted by the secretariat of the Directorate General of Teachers and Education Personnel with three heads of department leaders indicate that the structural officials at the head section of the section (echelon IV) generally these officials work by using the assigned function task without thinking how to give the best to their organization. Not a few officials who work less care of the principle of prudence, lack of helpful attitude, less sporty in facing the problem, and less prudent in making decisions related to his work. This reflects the limited organizational citizenship behavior (OCB) of the Directorate General of Teachers and Education Personnel which is interesting to be studied, especially through the perspective of transformational leadership, personality, and job involvement.

Based on the background of the problem, problem identifications are: (1) Does transformational

leadership have direct influence on OCB officials? (2) Does personality have direct influence on OCB officials? (3) Does job involvement have direct influence on OCB officials? (4) Does personality have direct influence on the job involvement officials?

## LITERATURE REVIEW

### Organizational Citizenship Behavior

Schnake as quoted by Adam G. Alotaibi [1] mentions that organizational citizenship behavior (OCB) as "functional, extra-role, prosocial behavior, directed at individuals, groups, and organizations." This indicates that OCB is a functional, extra role, prosocial behavior that directs individuals, groups or organizations. According to Aldag and Reschke as quoted Adam G. Alotaibi [1], OCB is also known as good citizenship behavior and good soldier syndrome, organizational citizenship behavior is one form of prosocial behaviors, Ibid [2] or organizational citizenship behavior is one form of prosocial behavior.

Stephen P. Robbins & Mary Coutler [3], OCB says, "Discretionary behavior that is not part of an employee's formal job requirements, which means behavior based on volunteerism that cannot be imposed, free behavior to determine or choose which is not a requirement of an employee's formal employment, but improves the effective functioning of the organization.

As quoted by L. N. Jewell [4] mentions that OCB is helpful, constructive gestures exhibited by the organization members and valued or appreciated by officials, but not related to the independence of the individual's role. This understanding basically indicates that OCB is a helpful and constructive behavior demonstrated by members of the organization and is valued or valued by the organization's management but not directly related to the individual's productivity and behaviors that are played out not the demands of an individual role. This explanation in principle reveals that OCB is a behavior that reflects the responsibilities of organizational members that benefit the organization. Jewell said that such behaviors are, among other things, shown in the form of keeping company accompanying the sick while visiting the hospital even though other colleagues have gone home, volunteering to be a departmental representative for companies that sponsor charity, and thinking of better ways to perform tasks , Ibid [5].

### Transformational leadership

Every organization, no exception the government organization, requires leadership. This urgency is related to the strategic position of leadership for an organization. As Joanne B. Ciulla and James MacGregor Burns [6] have argued, leadership can be defined as follows:

First, the era of the 1920s, "leadership is the ability to impress the will of the leaders on the led and induce obedience, respect, loyalty, and cooperation." That

is, leadership is the ability of leaders to express their will to the people who led and to produce obedience, respect, loyalty, and cooperation.

Second, the era of the 1930s, "The meaning of this understanding, leadership is a process in which the activities of many people are organized to move towards one direction one by one person.

Third, the era of the 1940s, "leadership is a result of an ability to persuade or direct men, apart from the prestige or power that comes from office or external circumstance". This definition can be concluded that leadership is the result of the ability to influence or direct others, regardless of prestige or power coming from within the office or from outside the environment.

Fourth, the era of the 1950s, "leadership is what leaders do in groups. The leader's authority is spontaneously accorded to him by his fellow group members. "This shows that leadership is what leaders do in groups. The power of the leader is spontaneously given to him by his fellow group members.

Fifth, the era of the 1960s, "Leadership is defined as an act by someone who influences others in the same direction.

Sixth, the era of the 1970s, "leadership is defined in terms of discretionary influence. Discretionary influence refers to those leader behaviors under control of the leader, which he may vary from individual to individual ". Leadership is defined in terms of discretionary influence. Discretionary influences are related to leader behavior under the control of the leader, which can vary from individual to individual.

Seventh, the era of the 1980s, "Leadership means to inspire others to undertake some forms of purposeful action as determined by the leader". Leadership means inspiring others to take action with a specific purpose as determined by the leader.

Eighth, the era of the 1990s, "leadership is an influence relationship between leaders and followers who intend real changes that reflect their mutual purposes". Leadership is the relationship of influence between leaders and followers who want real change that reflects common goals.

From the various definitions and definitions above it appears that leadership reflects the process of one's social influence on others to manage activities and relationships between individuals in groups or organizations in order to build uniformity of vision and trust among members of the organization to achieve organizational goals.

One of the most popular styles or types of leadership today is transformational leadership. According to Ivancevich *et al.* [7], "transformational

leaders are able to influence others by using charisma, paying attention, to followers, and stimulating others." Transformational leaders are able to influence others by using charisma, paying attention to followers, and stimulate others.

According to Hughes *et al.* [8] transformational leadership changes the status quo by attracting followers of higher values, tastes, goals. For Bateman and Snell [9], transformational leadership is "the leader who motivates people to transcend their personal interests for the good of the group." It means leaders who motivate people to overcome their personal interests for the good of the group. Bryman, as quoted by Michael A. Aamodt, [10] states, "Transformational leaders are confidence, have a need to influence others, and the strong attitude that their beliefs and ideas are correct." The transformational leader is convinced, influence others, and have a strong attitude that their beliefs and ideas are right.

Transformational leadership is linked to strong self-identification, the creation of a shared vision for the future, and the relationship between leader and follower based on something more than merely a reward for obedience. The transformational leader defines the need for change, creates a new vision, mobilizes a commitment to execute a vision and transforms followers on both the individual and organizational levels. The ability of leaders to articulate an attractive vision for the future is a key element of transformational leadership, Keegan & Den Hartog [11].

### Personality

Personality is a very important and vital part of human life but also at the same time complex that is perceived diverse by experts. According to Kinicki and Fuget [12], "personality is defined as the combination of stable physical and mental characteristics that gives the individual his identity". For John S. Santrock [13], personality is a difference of thoughts, emotions and behaviors that characterize the way individuals adapt to the world. While Alport defines personality as a dynamic organization of the psychophysical system within a person that shapes the person's characteristic behavior, thoughts and feelings, Charles S. Carver & Michael F. Scheier [14].

According to Colquitt, Lepine, and Wesson [15], personality also discusses the structures and trends within that person, explaining the characteristic patterns of his thoughts, emotions, and behaviors. Personality reflects what people like and create their social reputation. Another view was put forward by Ciccarelli and Meyer [16] that personality is a unique and relatively stable way of thinking, feeling, and acting. Then Passer and Smith [17] view personality through different ways of thinking, feeling and acting and surviving relatively long which characterizes a person's response to the life situation. Meanwhile, according to Eugene McKenna [18] personality contains the

physical, mental, moral and social qualities of the individual. These qualities are dynamic and integrated, which can be observed by others in everyday life. The personality also includes the individual nature of nature and the drives, habits, interests, sentiments, ideas, opinions, and beliefs projected onto the outside world.

### Job Involvement

The development of human resource management theory certainly not only discusses how humans behave and act, which can be applied into the world of work to meet the needs of his life. The development of human resource management has identified the cause and effect of human behavior, both in group and individual life. In social life and in organization and work, individual behavior certainly affects the quality of work and will simultaneously affect organizational productivity. There are so many factors that influence that. However, on this occasion, work involvement becomes the focus of discussion.

For R. Matindas [19], job involvement is an individual's personal involvement with work characterized by psychological identification with his work. It also emphasizes that engagement refers to the internalization of the goodness or importance of the work and also to the characteristics of the task. Employees who have many task variations and can work with each other will feel more involved in the work. Meanwhile Robbins and Judge [20] suggest that job involvement can be defined as the degree to which people are known from their work, actively participating in it, and deeming their achievements necessary for self-esteem. Employees who have a high level of work involvement strongly will have a tendency to care about the type of work they do and actively participate and always try to understand (identify) every job given to it best possible in accordance with the ability it has.

According to Noe, *et al.* [21], work engagement is "the degree to which people identify themselves with their jobs," which means the extent to which a person can measure himself by his work. As for Robbins and Coulter [22], work engagement is "*the degree to which an employee identifies with his or her job, actively participates in it, and considers his or her job performance to be important to his or her self-worth,*" which means the extent to which an employee can identify his job, actively participate in it, and assume his work performance is important to himself.

### METHODS

This research uses quantitative approach or positivistic paradigm. The method is a survey method, research aimed at assessing large and small populations by selecting and reviewing selected samples from the population to find the incidence, distribution, and relative interrelations of the variables. Specifically, surveys are used to study attitudes, beliefs, values,

demographics, behavior, opinions, habits, desires, ideas and other types of information. From the data, the facts or the information can then be conditioned of each variable that researched allowing to know the correlations of one variable to another variable, which in the context of this study is the impact of transformational leadership, personality, and job involvement as exogenous variables and OCB as Endogenous variables.

This research used questionnaire distribution method of collecting data, includes data of: transformational leadership, personality, job involvement, and OCB collected through questionnaire distribution. Questionnaires are designed using Likert scale and rating scale. On this scale the proposed statements are supplemented with five alternative answers and their weightings for each alternative.

**RESULTS AND DISCUSSIONS**

**Results**

The results of this study are Tests of significance and linearity (equations) of regression intended to see whether the resulting regression equation has a good or unbiased model so that it can be used to predict a dependent variable more precisely. The test is done by using variance analysis which yields F value as its parameter. From the test results of

significance for the influence of transformational leadership, personality and work involvement of OCB is said to be significant if the value of  $F_{count} > F_{table}$ , otherwise the regression equation is said not significant if the value of  $F_{hitung} < F_{tabel}$ . As for linearity test, the regression equation is said to be linear if  $F_{count} < F_{table}$ , otherwise the regression is not linear if  $F_{count} > F_{table}$ . Calculation of significance and linearity test is done by using Statistic Product And Service Solution (SPSS) software. The results of significance testing and regression equation are described as follows:

To test the hypothesis in this study used path analysis (path analysis) the calculation using SPSS and LISRELL program. The description of the results of statistical calculations is described as follows.

**Structural Equations 1**

In this study, structural equation 1 is used for OCB endogenous variables with exogenous variables of transformational leadership, personality and job involvement. The structure equation 1 is used to find the path coefficients  $\beta_{Y1}$ ,  $\beta_{Y2}$ , and  $\beta_{Y3}$ . The equation is:  $Y = \beta_{Y1X1} + \beta_{Y2X2} + \beta_{Y3X3}$ . Results of calculation of path coefficient with SPSS program obtained the following results:

**Table-1: Structural Equation Path Coefficient 1**

Variable	Path Coefficient	T <sub>count</sub>	Sig.
Transformational Leadership (X1)	.383	5.724	.000
Personality (X2)	.232	3.116	.002
Job Involvement (X3)	.349	4.962	.000
Dependent Variable: OCB (Y)			

Based on the above calculation, the structural equation 1 can be written by equation  $Y = 0.383X1 + 0.232X2 + 0.349X3$

**Structural Equations 2**

The structural equation 2 is for the endogenous variable of work involvement with exogenous variables of transformational leadership and personality. The structural equation 2 is used to find the

path coefficients  $\beta_{31}$  and  $\beta_{32}$ . The equation is:  $X_3 = \beta_{31X1} + \beta_{32X2}$ . Results of calculation of path coefficient with SPSS program obtained the following results:

**Table-2: Structural Equation Path Coefficient 2**

Variabl	Path Coefficient	T <sub>count</sub>	Sig.
Transformational Leadership (X1)	.174	2.035	.044
Personality (X2)	.493	5.767	.000
Dependent Variable: Job Involvement (X3)			

Based on the above calculation, the structural equation 2 can be written with the equation  $X_3 = 0.174 * X_1 + 0.493 * X_2$

**Structural Equations 3**

The structural equation 3 is for the endogenous variable of personality with exogenous variables of transformational leadership. 3 structural equations are used to find path coefficients  $\beta_{21}$ . The

equation is  $X_2 = \beta_{21X1}$ . Results of calculation of path coefficient with SPSS program obtained the following results:

**Table-3: Coefficient of Structural Equation Path 3**

Variable	Path Coefficient	T <sub>count</sub>	Sig.
Transformational Leadership (X1)	.526	6.800	.000
Dependent Variable: Personality (X2)			

### The Impact of Transformational Leadership to Organizational Citizenship Behavior (OCB)

The result of path calculation of coefficient direct influence of transformational leadership to OCB (Py1) = 0,383. While the coefficient of indirect path of 0.2732 with the total influence is 0.6562. A positive path coefficient is obtained, indicating that the effect is directly proportional, in the sense that effective transformational leadership will increase OCB. The t count value obtained is 5.772, while the t table value for dk = 120 at  $\alpha = 0.05$  is 1.980. t count value > t table, so Ho is rejected and H1 accepted. This means that transformational leadership has a direct positive and significant effect on OCB.

### Personality Influence to Organizational Citizenship Behavior (OCB)

From the path calculation of coefficient between the influences of personality to OCB (Py2) got the value of 0.232. While the indirect line coefficient is 0.172 so the total coefficient of path is 0.404. The positive-valued path coefficient indicates that the improvement of the positive-pointed personality indicates that personality improvement will lead to an increase in OCB. While the value of t count obtained is 3.142, while the t table value for dk = 74 at  $\alpha = 0.05$  of 1.980. t count value > t table, so Ho is rejected and H1 accepted. This means that personality is directly positive and significant to OCB.

### Job Involvement to Organizational Citizenship Behavior (OCB)

The direct path coefficient of job involvement to OCB (Py3) is 0.349. The path coefficient has a positive value which indicates that if job involvement is improved it will be followed by an increase in OCB. The t count value obtained is 5,003 and t table value for dk = 120 at  $\alpha = 0,05$  is 1,980. The value of t count > t table indicates that Ho is rejected and H1 is accepted. This means that job involvement has a direct positive and significant impact on OCB.

### The Influence of Transformational Leadership to Job Involvement

The path coefficient of the calculation shows the direct influence of transformational leadership with job involvement (P31) = 0.174. The indirect path coefficient is: 0.174 with the total coefficient of the path is: 0.433. The acquisition of a positive path coefficient signifies that when the transformational leadership is improved it will be followed by the increasing of job involvement. The t count obtained is 2.044, and the t table value for dk = 120 at  $\alpha = 0.05$  is 1.980. t count value > t table, so Ho is rejected and H1 accepted. This implies that transformational leadership has a direct positive effect and a significant effect on job involvement.

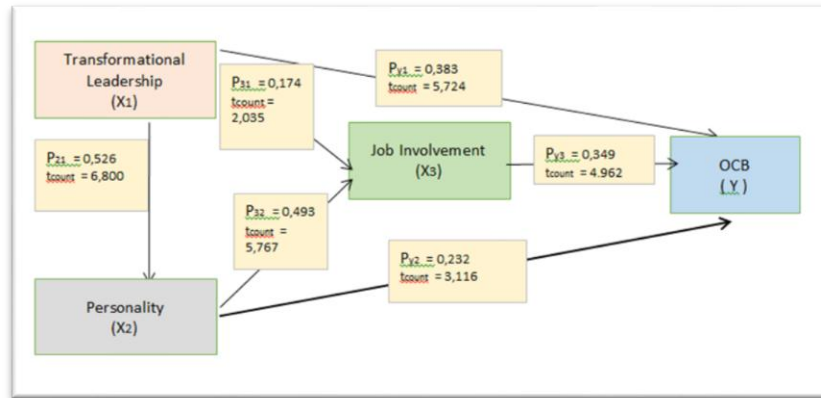
### The Influence of Personality to Job Involvement

From result of calculation of path coefficient of personality influence to job involvement (P32) got value equal to 0,493. A positive value coefficient indicates that when the dimensions of the personality are applied it will have an impact on increasing employment engagement. The value of t count obtained is 5,791, whereas t table value for dk = 120 at  $\alpha = 0,05$  equal to 1,980. T count value > ttable, so Ho is rejected and H1 accepted. This means that personality has a direct positive and significant effect to job involvement.

### The Influence of Transformational Leadership to Personality

The path coefficient of direct influence of transformational leadership to personality (P21) is 0,526. The path coefficient is positive, indicating that the improvement of transformational leadership will be followed by an improvement in personality. While t<sub>count</sub> value obtained is 6,800 and t<sub>table</sub> value for dk = 120 at  $\alpha = 0,05$  is 1,980. The value of t<sub>count</sub> > t<sub>table</sub> indicates that Ho is rejected and H1 is accepted. This means that transformational leadership has a direct positive and highly significant effect to personality. Path coefficient and t arithmetic can then be seen in the following path diagram.





**Fig-1: Path Coefficient and tcount The Influence of Transformational Leadership, Personality and Job Involvement to Organizational Citizenship Behavior (OCB)**

In addition to the direct influence of transformational leadership variables, Personality, job involvement to OCB there is also an indirect influence

of the transformational leadership of OCB. These indirect effects can be seen in the table below:

**Table-4: Indirect Influence and Total Influence**

	indirect Influence	Direct Influence	Total Influence
X1	0	0.383	0.656
X1 through X3	$0.174 * 0.349 = 0.060726$		
X1 through X2	$0.526 * 0.232 = 0.122$		
X1 through X2 and X3	$0.526 * 0.493 * 0.349 = 0.0905$		

The table above describe indirect influence X1 to Y through X3 is equal to 0.06, whereas the indirect effect of X1 through X2 is equal to 0.122, and the indirect effect of X1 through X2 and X3 is 0.090 so that the indirect effect of 0.273, when summed with the influence Direct which amounted to 0.383 then the effect of total X1 to Y is equal to 0.656 this shows that the leadership transformational give a significant influence on OCB officials Echelon IV Directorate General Teachers and Education Personnel Ministry of Education and Culture.

From the calculation of LISREL also obtained the probability value of Chi Square and RMSEA to test the accuracy of the model. The value of significance or p value for Chi Square is  $1,000 > 0,05$  and RMSEA  $(0,000) < 0,08$ . These results indicate that the theoretical model tested has represented or corresponds to the structure of equations based on empirical data. Thus the results obtained from this study fit (fit) with the theory that became the basis for building theoretical model of this study.

**DISCUSSIONS**

The results of this study prove that transformational leadership has a direct positive and significant impact on OCB. This suggests that transformational leadership is very important and OCB must be improved. This empirical fact is inseparable from the practical reality that every organization needs strong leadership in order for the organization to

survive and grow. Mostly style of leadership style is transformational leadership, characterized by a strong self-identification, the creation of a shared vision for the future, and the relationship between leader and follower based on something more than merely a reward for obedience. The transformational leader defines the need for change, creates a new vision, mobilizes a commitment to execute a vision and transforms followers at both the individual and organizational levels. The leader's ability to articulate an attractive vision for the future is a key element of transformational leadership. Thus transformational leadership reflects a person's capability in influencing, motivating, managing activities and interactions among individuals, and enabling others to build a vision and confidence so as to contribute to the achievement of organizational goals, through the influence of idealism, inspirational motivation, stimuli, and individual considerations. Leaders who demonstrate such leadership behaviors can inspire and stimulate subordinates so willingly do the extra work that reflects OCB, that is, actions that are conducted continuously and exceed the standards required by the organization that can contribute positively to the development and effectiveness of the organization. According to the Organ as quoted by Tschannen-Moran [23], OCB is implemented in the form of mutual interest, prudence, sportsmanship, obedience, and wisdom. The results of Meihami, Varmaghani, and Meihami [24] also show that transformational leadership has a significant effect on OCB, especially altruism, prudence, and virtue.

Similarly, the results of Kian and Tui's research also proved that transformational leadership has a significant effect on OCB. This means that the results of this study are appropriate and therefore confirm the results of previous studies on the influence of transformational leadership on OCB, with the research setting on the echelon IV officials of the Directorate General of teacher and education personnel Ministry of Education and Culture RI.

The results of this study also prove that personality has a direct positive and significant effect on OCB. This shows that personality is important for growing OCB. This empirical fact is inseparable from the existence of personality as a specific characteristic inherent in a person. According to Ciccarelli and Meyer [25], personality is a unique and relatively stable way of thinking, feeling, and acting. In organizational life, the way of thinking, feeling, and acting is very important, both for individual members of organizations and organizations. Thinking can reflect a person's way of solving problems, feels able to reflect responsiveness to the various things within the organization, while acting is a real form of the mind and attitude. Personality can be manifested in friendliness, toughness, trustworthiness, openness to experience, and adjustment. If a person has five dimensions it is in good condition then it is a capital for him to be able to do things that go beyond the boundaries of targets and standards of work or commonly called OCB. OCB is a continuous action that exceeds the standards required by an organization that can contribute positively to the development and effectiveness of the organization, manifested in the form of mutual interest, prudence, sportsmanship, adherence, and prudence. The results of Judge's research, *et al.* Also proves that personality has an effect on OCB. This means that the results of this study are appropriate and therefore confirm the results of previous research on the influence of personality on OCB, with research setting on echelon IV officials of Directorate General of teacher and education personnel Ministry of Education and Culture RI.

The results of this study also prove that job involvement has a direct positive and highly significant effect on OCB. This shows that employment engagement is very important for OCB. This empirical fact is inseparable from the dynamics of organizational life, including the government organization of the work unit of Ministry of Education and Culture, which requires the involvement of employees and their officials. Job involvement, according to Macey and Schneider, refers to the positive feelings that employees feel related to their work and the motivation and effort they provide in the work. Job involvement can be reflected in active participation in work, showing work is the main thing, and assuming that work is something that is important to his self-esteem. Employees with high employment will tend to work beyond the standards set by the organization or commonly called

OCB, that is, actions that are carried out continuously and exceed the standards required by the organization that can contribute positively to the development and effectiveness of the organization, manifested in the form Attach importance to common interests, prudence, sportsmanship, obedience, and wisdom. Research Rashidi, Gheisari, and Farokhian, Nwibere and Ueda also proved that job involvement has a positive and significant effect on OCB. This means that the results of this study are appropriate and therefore confirm the results of previous studies on the effect of job involvement on OCB, with the research setting on the echelon IV officials of the Directorate General of teacher and education personnel Ministry of Education and Culture RI.

The results of this study also prove that transformational leadership has a direct positive and highly significant effect on job involvement. This suggests that transformational leadership is essential to spur employment engagement. This empirical fact cannot be separated from the existence of transformational leadership which in reality dynamics of organizational life is very necessary, especially to overcome and anticipate complexity of organizational problem. Transformational leadership is characterized by a strong self-identification, the creation of a shared vision for the future, and the relationship between leader and follower based on something more than merely a reward for obedience. Transformational leaders can define the need for change, create new visions, mobilize a commitment to exercise vision and transform followers at both the individual and organizational levels. Transformational leadership reflects a person's ability to influence, motivate, manage activities and interactions among individuals, and enable others to build a vision and confidence so as to contribute to the achievement of organizational goals, through the influence of idealism, inspirational motivation, stimuli, and individual considerations. Leaders who demonstrate such leadership behavioral patterns can inspire and stimulate volunteers to be actively involved in work. According to Macey and Schneider, work engagement refers to the positive feelings that employees feel about work and the motivations and efforts they provide in the work, which can be manifested in active participation in work, showing work is the main thing, and assuming that work is something important for his pride. The results of Nazem and Mozaiini's research in India also proved that leadership has a significant effect on employment engagement. This means that the results of this study are appropriate and therefore confirm the results of previous studies on the influence of transformational leadership on job involvement, with the research setting on the echelon IV officials of the Directorate General of teacher and education personnel Ministry of Education and Culture RI.

The results of this study also prove that personality has a direct positive and significant effect on job involvement. This shows that personality is very important for work engagement. This empirical fact is inseparable from the existence of personality as a specific characteristic of a person who is unique and relatively stable in thinking, feeling, and acting. This way of thinking, feeling, and acting is very important for employees and organizations. The way of thinking can determine the quality of the solution of various problems, feel able to determine the positive attitude and responsive to various problems that arise, and act is a concrete form of the positive thoughts and attitudes. Personality can be manifested in friendliness, toughness, trustworthiness, openness to experience, and adjustment. If the five dimensions are in good condition then it can encourage someone engaged more actively in various job activities. According to Macey and Schneider, work engagement refers to the positive feelings that employees feel about work and the motivations and efforts they provide in the work, which can be manifested in active participation in work, showing work is the main thing, and assuming that work is something important for his pride.

Islam also proved that personality influences job involvement. This means that the results of this study are appropriate and therefore confirm the results of previous studies on the influence of personality on job involvement, with research setting on echelon IV officials Directorate General of teacher and education personnel Ministry of Education and Culture.

The results of this study also prove that transformational leadership has a direct positive and highly significant effect on the personality. This shows that transformational leadership is very important for personality. This empirical fact is inseparable from the existence of transformational leadership that in reality the dynamics of the organization is not only expected to help the effectiveness of the organization in achieving its objectives, but more than that it is also expected to encourage the formation of better employees (subordinates). Transformational leadership is characterized by a strong self-identification, the creation of a shared vision for the future, and the relationship between leader and follower based on something more than merely a reward for obedience. The transformational leader defines the need for change, creates a new vision, mobilizes a commitment to execute a vision and transforms followers at both the individual and organizational levels. The leader's ability to articulate an attractive vision for the future is a key element of transformational leadership. Transformational leadership reflects a person's ability to influence, motivate, manage activities and interactions among individuals, and enable others to build a vision and confidence so as to contribute to the achievement of organizational goals, through the influence of idealism, inspirational motivation, stimuli, and individual

considerations. Leaders who demonstrate such behavioral patterns of leadership can inspire, stimulate and motivate the volunteers to make their personality better. According to Ciccarelli and Meyer, personality is a unique and relatively stable way of thinking, feeling, and acting. In this case, the example of the leader can improve the way in which subordinates think, feel and act, which manifests in terms of hospitality, toughness, trustworthiness, openness to experience, and adjustment. Johnson's analysis, et al also shows that leadership positively affects the personality. This means that the results of the study are appropriate and therefore confirm the results of previous research on the influence of transformational leadership on personality, with the research setting on the echelon IV officials of the Directorate General of teacher and education personnel Ministry of Education and Culture.

## **CONCLUSION AND SUGGESTIONS**

### **Conclusion**

From the elaboration and discussion of the results of research analysis in Chapter IV it can be concluded that the empirical findings of this study are:

Transformational leadership has a direct positive and significant influence on OCB. The findings indicate if the improvement of transformational leadership can increase OCB echelon IV officials at the Directorate General of teacher and education personnel Ministry of Education and Culture. Personality has a direct positive and highly significant effect on OCB. These findings indicate that personality improvement can improve the OCB of echelon IV officials on the Directorate General of teacher and education personnel Ministry of Education and Culture. Job involvement has a direct positive and highly significant impact on OCB. These findings suggest that improvements in job involvement may increase OCB echelon IV officials on the Directorate General of teacher and education personnel Ministry of Education and Culture. Transformational leadership has a direct positive and highly significant impact on job involvement. These findings indicate that improvements in transformational leadership can increase the involvement of echelon IV officials in the Directorate General of teacher and education personnel Ministry of Education and Culture. Personality has a direct positive and significant effect on job involvement. These findings indicate that personality improvement can increase the involvement of echelon IV officials in the Directorate General of teacher and education personnel Ministry of Education and Culture. Transformational leadership has a direct positive and significant effect on the personality. These findings indicate that the improvement of transformational leadership can improve the personality of echelon IV officials on the Directorate General of teacher and education personnel Ministry of Education and Culture.



### Suggestions

Some recommendations and suggestions obtained based on the above conclusions and implications are as follows:

- Transformational leadership in the Directorate General of Teachers and Education Personnel of the Ministry of Education and Culture of the Republic of Indonesia needs to be more civilized as it has been proven to affect the personality, work involvement and Organizational Citizenship Behavior (OCB) of echelon IV officials. Efforts to cultivate can be done by improving the ability to provide the influence of idealism, inspirational motivation, intellectual stimulation, and individual considerations with efforts such as listening to transformational leadership literature or undergoing special training in transformational leadership.
- Dimensions of Personality Characteristics consisting of toughness, hospitality, trustworthiness, adjustment and openness of echelon IV officials Directorate General of Teachers and Education Personnel Ministry of Education and Culture of the Republic of Indonesia needs to be internalized as it proves to have an effect on work involvement and Organizational Citizenship Behavior (OCB). Efforts in that direction can be done in various ways such as attending various workshops, seminars, personality development training and can also read a variety of personality literature and understand and apply the dimensions of personality.
- The involvement of echelon IV officials in the Directorate General of Teachers and Education Personnel of the Ministry of Education and Culture of the Republic of Indonesia needs to be improved as it has been proven to affect the Organizational Citizenship Behavior (OCB). Improvement efforts can, among other things, be done by increasing active participation in work, showing work is the main thing, and assuming that work is something that is important to his self-esteem.
- Further research is desirable, can be done by other researchers who are interested in researching the problem Organizational Citizenship Behavior (OCB) by looking for influence on other variables such as organizational justice, career development, compensation, job satisfaction, and organizational commitment. In this way, it is hoped that more comprehensive research findings on variables affecting Organizational Citizenship Behavior (OCB) can be obtained. Further research is a good idea to use a larger number of samples to obtain a broader area of generalization of the research.

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