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## The Factors Forming Employee Engagement And Its Impact On Organizational Citizenship Behavior : Study In Dispora Aceh

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### Abstract

This study is to determine the effect of transformational and transactional leadership on the employee engagement and its impact on organizational citizenship behavior (OCB). The object is Dispora Aceh as a Youth and Sport Government Institution of Aceh Province. The population is 120 people, and the sample is taken by census method, so the amount of sample is 120 respondents, same as the population. Data is collected using questionnaire. The data is analyzed using Structural Equation Modeling (SEM) with AMOS application. This research proves the causality tests that are transformational leadership effects employee significantly, transactional leadership effects employee engagement significantly, employee engagement effects OCB significantly, transformational leadership effects OCB significantly, transactional leadership effects OCB significantly, transformational leadership effects OCB through employee engagement, and transactional leadership effects OCB through employee engagement. These results contribute to be the new premises that is useful for the next research development. This can be a reference also for the practical persons especially for the institution related. The previous causality theories are combined to be tested in the new object, so this is being an originality in this research. The amount of the variables is a limitation of this research, so the further researchers can develop the new models based on this research model.

**Keywords:** Transformational leadership, Transactional leadership, Employee Engagement, Organization Citizenship Behaviour.

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### 1. Introduction

Aceh Youth and Sports Institution, in this research is called Dispora Aceh, is one of the government agencies engaged in youth and sports. The Dispora Aceh is tasked with drafting and preparing the strategic secretariat offices and fields within the scope of the department, coordinating with relevant agencies, directing and making technical implementation instructions in the field of youth and sports and other tasks submitted by the Governor, and carrying out supervision and evaluation of the implementation of tasks within the scope of youth and sports with periodic reports. Therefore, the Dispora Aceh has a very important role for young people, especially in the formation of youths with distinctive, quality, outstanding, civilized and cultured traits towards a dignified and prosperous, just and independent Aceh. Conduct training and development of youth in innovation, creation and high competitiveness.

In the case of sports, all matters will be coordinated through the Dispora Aceh. The government has the task of establishing and implementing policies and standardization in the national sports sector. The regional government has the task of implementing policies and coordinating the development and development of sports and implementing standardization in the sports sector in the regions. There is authority to regulate, foster, develop, implement, and

supervise the organization of sports. All these things are carried out in an integrated and continuous manner which is coordinated by the Minister.

The Dispora Aceh is fully responsible for youth activities and sports, therefore the Dispora Aceh is more focused in exploring and optimizing the potential of Acehese youth by conducting coaching and training in various youth and sports activities so that young Acehese are ready to excel and compete in National and higher level, International.

Nowadays many organizational behaviors develop conceptualize formal elements in increasing the effectiveness of the organization itself. Whereas in building an effective organizational function, it can also be seen from organizational citizenship behavior (OCB) that the behavior that occurs is not part of the tasks that have been formally required for an employee, but in general can improve the effective functioning of the organization (Robbins & Judge, 2012).

The concept of OCB is very influential in the development of organizations in a company, but usually these conditions are created for a long time in a company. The concept of OCB is inseparable from the conditions of employee engagement.

OCB is a positive behavior of people in the organization, which is expressed in the form of a willingness to consciously and voluntarily to work, the emergence of OCB has a positive impact not on itself also giving contribution to the organization more than what is formally demanded by the organization. Individuals who contribute to the effectiveness of the organization by doing things outside their duties or primary role are assets for the organization.

OCB continues to be developed so as to bring up employee engagement theory. Employee engagement is one of the concepts developed from positive psychology and positive organizational behavior (Khan & Yadav, 2016). This theory describes the relationship and involvement that occurs closely physically, cognitively and emotionally between a person and his role in a job, which is then called as an employee engagement. (Risher, 2014) states that commitment to job success is often referred to as employee engagement. This is defined by one of the leading research organizations as the high emotional connection an employee feels towards the organization that influences him to make a free and greater effort for his work.

Employee engagement is defined as the extent to which an employee's ability to contribute to organizational success, and is able to apply freedom of decision making independently in the completion of important tasks towards the achievement of organizational goals (Albrecht, 2010); (Chiumento, 2004); (Mone & London, 2009).

Employee engagement is an important element in the success of every organization, and has an influence on the high dedication of employees in the organization (Santosa, 2012); (Zulkarnain & Hadiyani, 2014). Engagement in service requires a positive evaluation of the effectiveness of the atmosphere at work, functionality, ability, and carrying capacity (Harris, Harvey, & Kacmar, 2009); (Yagil, Luria, & Gal, 2008). Seeing the importance of employee engagement becomes very important for every organization to retain employees with high engagement, but in reality at this time not all employees have high engagement.

Based on the survey results (2019), the phenomenon that often occurs in the Dispora Aceh is the low level of OCB, and the lack of employee engagement so that many relationships between employees are less harmonious in working both between employees and employees and between employees and superiors. How far this deviation will be avoided, it all depends on how far the leader is able to lead his subordinates properly. The role of transformational and transactional leadership is very important to build OCB and employee engagement.

Based on the phenomenon that occurs that the transformational leadership carried out by the Head of Dispora has not been able to increase employee engagement to the Dispora

organization, this can be seen from the desire of some employees to move to other institution in the Aceh Province environment. In addition, the transformational leadership implemented by the leadership is also able to provide opportunities for all employees to carry out the delegation of authority from some tasks of the head of department or from the direct supervisor of the employee to carry out their main tasks in accordance with good.

While the transactional leadership carried out by the leadership also has not been able to have an impact on employee engagement and employee OCB in Dispora, wherein in this case employees have not yet received reciprocity from the leadership factors applied by the head of the institution, so the transactional leadership applied is still not effective in order to increase employee engagement and also employee OCB. Fenomana relates to transactional leadership where every employee expects mutual relations that are mutually beneficial for both to achieve the goals set by the organization.

## **2. Literature Review**

### **Organizational Citizenship Behavior (OCB)**

Extrarole behavior becomes an important element and becomes a concern in the organization. (Smith, Organ, & Near, 1983); in (Saragih & Joni, 2007) gave the name of extra-role performance with OCB.

(Organ, Podsakoff, & MacKenzie, 2006) defined OCB is a behavior that becomes an individual choice and initiative, not related to the formal reward system in the organization, but in general can increase organizational effectiveness. This shows that the behavior is not included in the employee's job requirements or job descriptions so that if not displayed, no punishment will be given.

An important element of concern in organizations is extrarole behavior. (Smith et al., 1983) in (Saragih & Joni, 2007) named extra-role performance with OCB. (Smith et al., 1983) defined OCB as behavior that is an individual choice and initiative, not related to the formal reward system of organization but in aggregate increases organizational effectiveness. This means that the behavior is not included in the employee's job requirements or job descriptions so that if not displayed, no penalty is given.

OCB as individual behavior that is free (discretionary), which does not directly and explicitly receive an award from the formal reward system, and which as a whole (aggregate) increases the efficiency and effectiveness of organizational functions. Be free and voluntary, because the behavior is not required by role requirements or job descriptions that are clearly demanded under the contract with the organization, but as a personal choice.

OCB is an individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and as a whole encourages organizational functions. Subjects are free and voluntary because such behavior is not required by role requirements or job descriptions that are clearly demanded under a contract with the organization, but rather as a personal choice. This change was then modified, so that OCB is a performance that supports the social and psychological environment in which individual performance takes place (Smith et al., 1983). (Smith et al., 1983) stated that understanding the contribution of individuals to the organization is not enough just to understand how they perform their tasks efficiently, but rather how they contribute to the overall character of the organization, giving a 'surplus' added value. Individual behavior in the form of additional aspects of performance on a task, which affects the effectiveness of the group and the organization as a whole, is called OCB.

(Podsakoff, MacKenzie, Paine, & Bachrach, 2000) defined OCB as a behavioral choice that does not form part of an employee's formal work obligations, but also supports the functioning of the organization effectively. (Huang, You, & Tsai, 2012) suggested three

categories of worker behavior, namely: (1) participating, bound and in an organization; (2) must complete a job and act in accordance with the principles set by the organization; (3) performs innovative and spontaneous activities beyond the perception of its role in the organization. The last category is often called OCB or the extra-role behavior. Over the years, the OCB dimension has evolved from a two-factor model, namely altruism (altruism) and general adherence to the organization (Smith et al., 1983) into a five-factor model that includes altruism, conscientiousness, sportmanship, courtesy, and civic virtue (Podsakoff et al., 2000).

## **Employee Engagement**

*Employee engagement* which is one of the concepts developed from positive psychology and positive organizational behavior. (Albrecht, 2010) revealed employee engagement is a theoretical concept of relationships and engagements that occur closely physically, cognitively and emotionally between a person and his role in a job. (Wellins & Concelman, 2014) stated employee engagement is an illusory force for the organization, pride in work, the mobilization of time and energy, passion and interest that motivates employees to work more enthusiastically.

Employee engagement is defined as the extent to which employees are motivated to contribute to the success of the organization, and are willing to exercise freedom in making decisions independently to accomplish important tasks for achieving organizational goals, as a positive two-way relationship between employees and the organization, and employees feel involved, committed, passionate, empowered and showed feelings in work behavior (Mone & London, 2009); (Albrecht, 2010); (Chiumento, 2004). Employee engagement is related to the willingness and ability of employees to provide ongoing efforts to help the organization succeed, can also predict employee performance improvement, profitability, retain employees and success for the organization (Cook, 2008); (Endres & Mancheno-Smoak, 2008).

Employee engagement is a positive attitude of employees and the company (the committees, involvement and attachment) to cultural values and the achievement of company success. Engagement moves beyond satisfaction which combines various employee perceptions that collectively show high performance, commitment, and loyalty (Mujiasih, 2015). Then in a study conducted by (Mujiasih, 2015) also provided a definition of employee engagement is a condition where humans feel that they find their full meaning, have motivation to work, are able to receive support from others positively, and are able to work effectively and efficiently in the workplace.

If an employee feels the support given by the organization in the form of status / recognition in accordance with the norms, desires, and expectations, then the employee will have a commitment to fulfill all obligations in the organization, and of course the employee will never leave the organization, because the employee concerned already have a strong emotional attachment to the organization where he works.

According to (Macey & Schneider, 2008), some of these practitioners see attachment as developing from previous research on work behavior, which is combined with new concepts that exist in habits within the organization. Differences in perceptions and perspectives on employee attachments often lead to confusion, so that each will understand the meaning of attachment in accordance with their respective perspectives and perceptions. The confusion arises because attachment is often used to refer to psychological states (eg involvement, commitment, appreciation, and work atmosphere), performance, work placement or a combination of the three.

Employee engagement is one of the concepts developed from positive psychology and positive organizational behavior. (Albrecht, 2010) described theories about relationships and

involvement that occur closely physically, cognitively and emotionally between a person and his role in a job, which is then referred to as employee engagement.

(Risher, 2014) stated that commitment to job success is often referred to as employee engagement. This is defined by one of the leading research organizations as the high emotional connection an employee feels towards an organization that influences him to make a free and greater effort for his work.

### **Transformasional Leadership**

(Ismail, Mohamad, Mohamed, & Rafiuddin, 2010) mentioned that transformational leadership is a leadership style model where leaders evaluate the abilities and potential of each subordinate in carrying out responsibilities in work, while simultaneously monitoring the possibility of subordinates expanding responsibilities in the future.

(Burns, 1978) proposed the initial concept of transformational leadership as transforming leadership, which is the process when leaders (followers) and that (followers) support each other to achieve a better level of morality and motivation. Burn emphasizes that leadership is a process, and is not a unitary act of certain at a particular time.

Transforming leadership can be seen as a process of influencing the micro scale between individuals and as a process of influencing the macro scale to mobilize power in changing social systems and reforming institutions (Yukl, 2010). (Burns, 1978) distinguished between transforming leadership and transactional leadership. He argued that transactional leaders will motivate subordinates by addressing the interests of their subordinates. If a leader can meet the needs of his subordinates, subordinates will obey their leaders, so what happens in transactional leadership is the reciprocal relationship of leaders and subordinates.

(Bass, Avolio, Jung, & Berson, 2003) developed the concept of transformational leadership based on the concepts put forward by Burn, but Bass did not use the term transformational leadership but transformational leadership. Thus, the leadership orientation expressed by Bass is not in the process as stated by Burn, but in the leadership condition at a certain time (Couto, 1997) in (Bass & Bass, 2008).

In addition to transformational leadership, (Bass et al., 2003) also emphasized the concept of transactional leadership with the same meaning as stated by Burn. One issue in transformational-transactional leadership is the fundamental difference between Burn and Bass's opinion regarding the dichotomy of transformational leadership and transactional leadership (Waldman, Bass, & Yammarino, 1990). (Burns, 1978) viewed transformational and transactional leadership as two separate poles. Thus, a leader can behave transformational or transactional, but he cannot behave transformational and transactional simultaneously. In contrast, (Bass et al., 2003) argued that transformational and transactional leadership are not two separate poles, but are two complementary things. Thus, the best leadership style is the use of transformational and transactional models simultaneously (Waldman et al., 1990). Thus, transformational leadership is a complement to transactional leadership, and transformational leadership will not be effective without a transactional relationship between leaders and subordinates.

(Prayogo & Livio, 2018) said that transformational leadership is the behavior of superiors in making employees reach better levels of motivation. Transformational leadership is defined as a leader who is able to inspire followers to go beyond personal interests for the good of the organization and have a tremendous impact on followers, and the leadership style used by a manager if he wants a group to widen its boundaries and have performance beyond the status quo or achieve a set of goals an entirely new organization (Robbins & Judge, 2012); (O'leary, 2005).

Transformational leadership motivates subordinates to do better than what can be done, in other words can increase subordinates' confidence or self-confidence that will affect performance improvement, adjust inspirational motivation and influence ideal behavior with specific goals and the interests of individual followers and ensure that each individual follower is able to voice concerns through intellectual stimulation behavior (Wang & Howell, 2010); (Liu, Siu, & Shi, 2010). A transformational person will also emphasize team identity, communicate the team leader's vision, and ensure team members trust each other (Waldman et al., 1990).

### **Transaksional Leadership**

Transactional leadership is a leadership effort in influencing employees to manage their needs and interests (Prayogo & Livio, 2018). The basis of this argument is that every employee has wants and needs that must be met. A boss who behaves transactionally tries to meet the needs of his employees so that employees work according to the boss's expectations. The influence of transactional leadership on social capital is based on the assumption that reinforced behavior will be repeated and neglected behavior will disappear (Prayogo & Livio, 2018). Usually what happens in transactional leadership is that there is a reciprocal relationship between leaders and employees who will determine the behavior of the employees themselves (Pillai, Schriesheim, & Williams, 1999).

Transactional leadership is an effort by superiors to influence employees by managing their needs and interests (Bass et al., 2003). This is based on the argument which states that, every employee has needs and desires that he wants to fulfill. A boss who behaves transactionally tries to meet the needs of his employees so that employees work according to the boss's expectations. The effect of transactional leadership on social capital is based on the assumption that reinforced behavior will be repeated and neglected behavior will disappear (Prayogo & Livio, 2018).

In the context of transactional leadership, the more an employer rewards an employee's good performance, the employee will work better. On the other hand, if employees who perform well are not rewarded, employees will not work well anymore. Therefore, what happens in transactional leadership is a reciprocal relationship between superiors and employees, which then this reciprocal relationship will determine employee behavior (Bass et al., 2003); (Pillai et al., 1999).

Transactional leadership style is a style in which subordinates' perceptions of leader behavior in treating them according to established standards. Transactional leaders can make the efforts of subordinates more than usual if the leader also has characteristics as transformational leaders.

The leader only sees and evaluates whether there is an error to be corrected, the leader provides intervention to subordinates if the standard of carrying out the task is not met by subordinates. In this connection, (Mujiasih, 2015) said that "Management by-exception practices, leaders delegate responsibility to subordinates and follow up by giving whether subordinates can be in the form of praise for encouraging subordinates and also with gifts if the tasks made by subordinates meet the standards" .

### **Previous Research Review**

Research conducted by (Ermalizar, Bahri, & Amri, 2018) resulted that transformational and transactional leadership styles partially have a significant influence on the performance of employees of the Aceh Regional Secretariat, while simultaneously showing that transformational leadership styles and transactional leadership styles have a

significant effect in increasing employee performance at the Aceh Regional Secretariat.

Then research conducted by (Maulizar, Musnadi, & Mukhlis, 2012), also proved that transactional and transformational leadership influences employee performance at Bank Syariah Mandiri in Banda Aceh Branch,

Then the research of (Handayani, Nasir, & Muslim, 2018) proved that the transformational leadership applied by the leadership of the Aceh Revenue and Wealth Office has an effect on improving employee performance and also has an impact on improving the performance of the Aceh Revenue and Wealth Service Office.

## **Hypothesis**

From the discussion above, authors formulate the hypothesis as follows.

**H1** : transformational leadership effects employee significantly

**H2** : transactional leadership effects employee engagement significantly

**H3** : employee engagement effects OCB significantly

**H4** : transformational leadership effects OCB significantly

**H5** : transactional leadership effects OCB significantly

**H6** : transformational leadership effects OCB through employee engagement

**H7** : and transactional leadership effects OCB through employee engagement

## **3. Method**

The research is carried out at the Dispora Aech. The research variables are transformational leadership, transactional leadership, employee engagement and OCB. The population is 120 people, and the sample is taken by census method, so the amount of sample is 120 respondents, same as the population. Data is collected using questionnaire.

After collecting data, the next step is to analyze the data using SEM (Structural Equation Modeling) using the version 19 of the AMOS (Analysis of Moment Structure) program package and SPSS (Statistical Program for Social Sciences) version 22.0. The use of SEM allows researchers to examine the relationships between complex variables to get an overall picture of the whole model.

According to (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014) SEM method is a development of path analysis and multiple regression which are both a form of multivariate analysis.

By analyzing all the questions on the independent variables so that the hypothesis test results are obtained. If the results of the hypothesis test do not meet the eligibility index requirements. Then it needs to be analyzed by the confirmatory factor analysis (CFA) method. The way to eliminate questions that results is less independent variables by considering the magnitude of the regression of each question so that the questions that are not eliminated have a difference in regression that is not striking.

## **4. Discussion Result**

### **Characteristics of Respondents**

Respondent characteristics are the characteristics of the respondents in this study. As for the characteristics of the respondents in this study include gender, age of the respondent, marital status, and the last education of the respondent as well as the level of employee income. Based on the results of the study, the authors then identified the characteristics of the respondents as shown in Table 1 as follows:

**Table 1.** Characteristics of Respondents

No.	Description	Frequency	Percentage
1.	Gender:		
	▪ Men	70	58.3
	▪ Women	50	41.7
Amount		120	100.0
2.	Age of respondent:		
	▪ 20 - 29 years	4	3.3
	▪ 30 - 39 years	37	30.8
	▪ 40 - 49 years	55	45.8
	▪ > 50 years	24	20.0
Amount		120	100.0
3.	Marital Status		
	▪ Not married	11	9.2
	▪ Married	103	85.8
	▪ Widowed / Widowed	6	5.0
Amount		120	100.0
4.	Last Education		
	▪ Junior High School	3	2.5
	▪ High school	32	26.7
	▪ Diploma III	3	2.5
	▪ Bachelor	66	55.0
	▪ Postgraduate	16	13.3
Amount		120	100.0
5.	Income		
	▪ Rp. 2.500.000 - 2.999.999,-	8	6.7
	▪ Rp. 3.000.000 - 4.499.999,-	28	23.3
	▪ Rp. 5.500.000 - 7.999.999,-	41	34.2
	▪ Rp 8.000.000,-	43	35.8
Amount		120	100.0

**Source:** Primary Data, 2019 (processed)

Based on the table, it explains that as many as 70 people or 58.3% consisted of male respondents and as many as 50 people or 41.7% consisted of female respondents, thus the employee respondents in the Dispora Aceh Department are dominated by male respondents. In this study male respondents are more dominant than female respondents, this proves that male employees in an organization tend to be more than female employees.

Based on the age of the respondents it figures that as many as 4 people or 3.3% are aged between 20 to 29 years, as many as 37 people or 30.8% of respondents aged 30 to 39 years, as many as 55 people or 45.8%, respondents aged 40 - 49 years and as many as 24 people or 20.0% of respondents aged over 50 years.

Characteristics of respondents based on marital status defines that as many as 11 people or 9.2% of respondents were single, and 103 people or 85.8% of respondents were married and as many as 6 people or 5.0% were widowed / widowed.

Then the characteristics of the next respondent is regarding the education level of the respondent, it can be explained that as many as 3 people or 2.5% have the last education of junior high school, 32 people or 26.7% have the last high school education, as many as 3 people or 2.5% of respondents have the last education Diploma , as many as 66 people or



55.0% had the latest Bachelor education while the respondents with the latest Postgraduate education were 16 people or 13.3% of the total respondents studied.

Regarding monthly income it can be explained that as many as 8 people or 6.7%, respondents have an income of Rp. 2,500,000 - 2,999,999, - as many as 28 people or 23.3% of respondents had an income of Rp. 3,000,000 - 4,499,999, -, as many as 41 people or 34.2% of respondents have an income of Rp. 5,500,000 - 7,999,999, -, as many as 43 people or 35.8% of respondents have an income of more than Rp. 8,000,000 in each month from the total respondents, thus that the income of respondents more than 8,000,000 is the most income in this study.

So from the respondent characteristics data concludes that the number of employees at the Dispora Aceh is dominated by male employees, then the age level is dominated by employees with ages 30-40 years, while marital status is dominated by married employees. While employee education is dominated by Bachelor and High school education with an average income level above diatas Rp. 8,000,000, - this is because many employees get extra income from work performance benefits (TPK).

### Confirmatory Factor Analysis for Normality Test

The results of data processing for confirmatory factor analysis for all constructs in this study are shown in Figure 1.

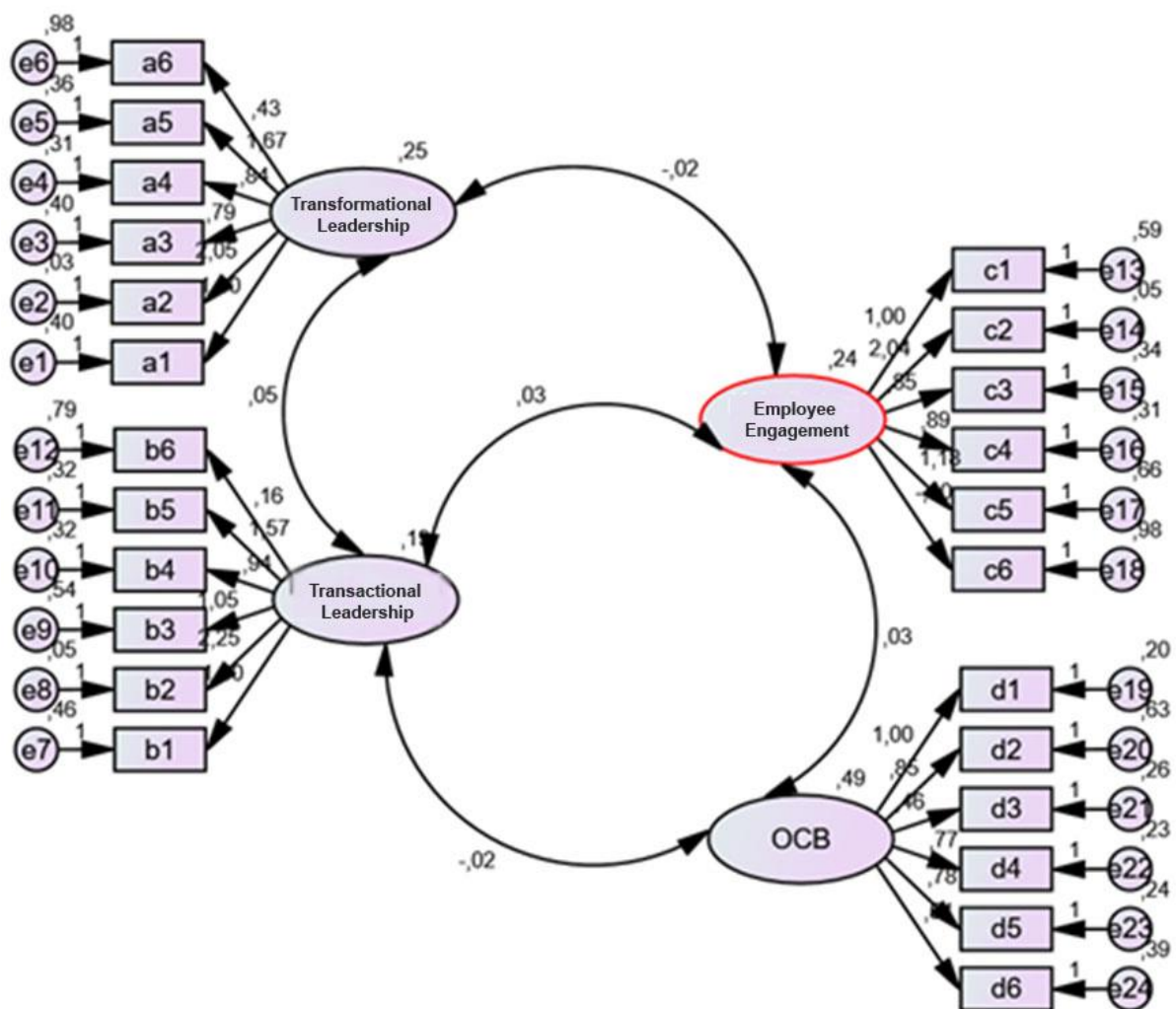


Figure 1. Constructive Confirmatory Factor Analysis

The loading factor that represents the contribution of each indicator to the variable it represents can be seen in the following Table.

**Table 2.** Loading Factor Indicators For Variables.

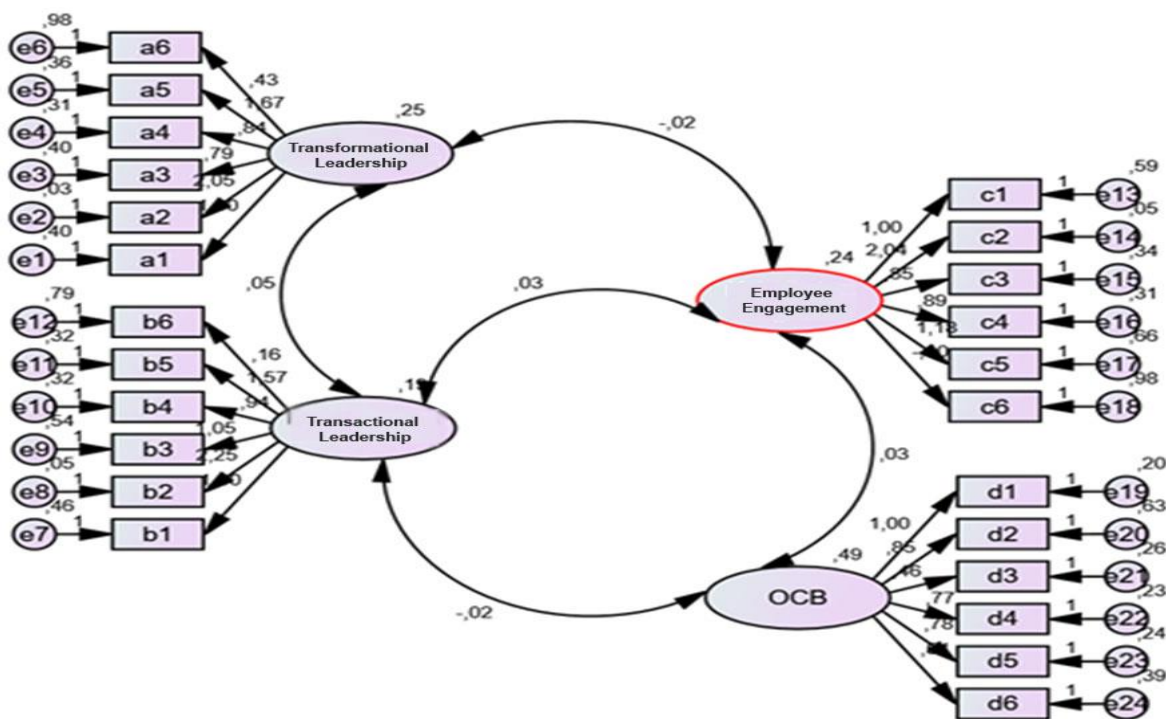
Indikator		Variabel	Estimate
a1	<---	Transformational leadership	.661
a2	<---	Transformational leadership	.941
a3	<---	Transformational leadership	.549
a4	<---	Transformational leadership	.616
a5	<---	Transformational leadership	.719
a6	<---	Transformational leadership	.613
b1	<---	Transaksional leadership	.504
b2	<---	Transaksional leadership	.980
b3	<---	Transaksional leadership	.524
b4	<---	Transaksional leadership	.584
b5	<---	Transaksional leadership	.710
b6	<---	Transaksional leadership	.612
c1	<---	Employee Engagement	.525
c2	<---	Employee Engagement	.958
c3	<---	Employee Engagement	.588
c4	<---	Employee Engagement	.612
c5	<---	Employee Engagement	.566
c6	<---	Employee Engagement	.662
d1	<---	OCB	.910
d2	<---	OCB	.625
d3	<---	OCB	.572
d4	<---	OCB	.633
d5	<---	OCB	.578
d6	<---	OCB	.772

**Source:** Primary Data, 2019 (processed).

From Table 2 above shows that all indicators included in the model meet the loading factor requirements above 0.5 so that all indicators are included in the subsequent data processing. Before proceeding to the structural stage, the feasibility of the existing model will be seen first. Testing the feasibility of the model is done by testing the model fit through goodness of fit.

### **Structural Equation Modeling Analysis (SEM)**

The next analysis is the full model Structural Equation Model (SEM) analysis, after testing an analysis of the uni dimensionality level of the indicators forming latent variables with confirmatory factor analysis. Analysis of the results of data processing at the full SEM model stage is carried out by conducting a suitability test and a statistical test. The results of data processing for the full SEM model analysis are shown in Figure 2 below.



**Figure 2.** Structural Equation Model (SEM) Test Result

Based on Figure 2 above, it illustrates the influence of each variable, namely transformational leadership and transactional leadership variables on employee engagement and also the indirect effect on OCB through employee engagement.

**Hypothesis Test Result**

This discussion will explain the results of hypothesis testing as proposed in the previous chapter. Testing the 7 hypotheses of this study is carried out based on the Critical Ratio (CR) value of a causal relationship from the results of SEM processing as in table 3 below.

**Table 3.** Standardized Regression Weights.

Endogen		Eksogen	Estimate	S.E.	C.R	P
Employee Engagement	<---	Transformational leadership	0.368	0.073	5.041	***
Employee Engagement	<---	Transaksional leadership	0.369	0.119	3.101	***
OCB	<---	Transformational leadership	0.287	0.053	5.415	***
OCB	<---	Transaksional leadership	0.505	0.074	6.824	***
OCB	<---	Employee Engagement	0.472	0.064	7.375	***

**Source:** Primary Data, 2019 (processed)

The estimated parameter for testing the effect of transformational leadership on employee engagement shows a CR value of 5.041 and with a probability of 0.023. Both values obtained are eligible for H1 acceptance, namely a CR value of 5.041 which is greater than 1.96 and a probability smaller than 0.05. Thus it can be concluded that the transformational leadership of the Dispora Aceh has an influence on the engagement of Dispora Aceh employees.

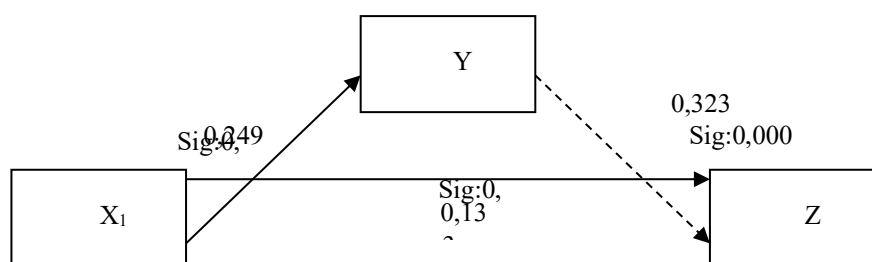
The estimated parameter for testing the effect of transactional leadership on employee engagement shows a CR value of 3.101 and with a probability of 0.008. Both values are obtained to meet the requirements for H2 acceptance, namely a CR value of 3.101 which is greater than 1.96 and a probability smaller than 0.05. Thus it can be concluded that the transactional leadership felt by employees at the Dispora Aceh e influences employee engagement at the Dispora Aceh.

The estimated parameters for testing the effect of employee engagement on OCB show a CR value of 7.375 and with a probability of 0.022. Both values are obtained to meet the requirements for H3 acceptance, namely a CR value of 7.375 which is greater than 1.96 and a probability smaller than 0.05. Thus it can be concluded that employee engagement influences OCB at the Dispora Aceh.

The estimated parameter for testing the effect of transformational leadership on OCB shows a CR value of 5.415 and with a probability of 0.002. Both values are obtained to meet the requirements for H4 acceptance, namely a CR value of 5.415 which is greater than 1.96 and a probability smaller than 0.05. Thus it can be concluded that transformational leadership influences the OCB of the Dispora Aceh.

The estimated parameter for testing the effect of transactional leadership on OCB shows a CR value of 6.824 and with a probability of 0.042. Both of these values are obtained to meet the requirements for H5 acceptance, namely a CR value of 6.824 which is greater than 1.96 and a probability smaller than 0.05. Thus it can be concluded that the transactional leadership felt by all Dispora Aceh employees has an influence on improving OCB, especially in providing services to employees.

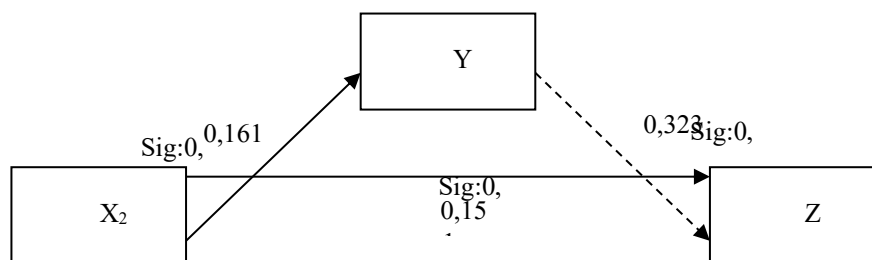
To prove that there is a partial or simultaneous influence based on the test of indirect relationship between exogenous and endogenous variables, testing the mediating effect in this study uses the Barron and Kenny (1996) approach. The effect of transformational leadership on OCB through employee engagement can be explained as follows:



**Figure 3.** The Effect of Transformational Leadership on OCB Through Employee Engagement

Based on the figure above shows that the influence of transformational leadership on employee engagement is significant, and the influence of employee engagement on OCB is also significant, thus this test shows the existence of partially mediated. So it meets the requirement for H6 acceptance.

The other result tests the effect of transactional leadership on OCB through employee engagement that is explained as follows:



**Figure 4.** Testing the Mediating Effect of Transactional Leadership on OCB Through Employee Engagement

Based on the test result above shows that the influence of transactional leadership on employee engagement is significant, and the effect of employee engagement on OCB is also significant, thus this test shows the existence of partially mediated. So it meets the requirement for H7 acceptance.

So from the tes concludes all exogenous variables significantly influence endogenous variables and no significant variables were found, so that this study does not occur fully mediated. Thus, it indicates that the findings in this subsample are consistent with the findings in the whole sample, in which the transformational leadership variable and transactional leadership have a role as a partially mediated variable between the employee engagement variables with the OCB of the Dispora Aceh.

The results of this study have the implication that transformational leadership will have a positive impact on employee engagement with the Dispora Aceh. Employee engagement can be seen that employees feel proud of the leader where you work, leaders also take the time to provide teaching and training, leaders always consider the moral and ethical consequences in work, leaders review each employee has different needs, abilities and aspirations and leaders listen Employee concerns and leaders encourage employees to do something better

Implications of the results of research on transactional leadership variables indicate that transactional leadership between employees and organizations will have a positive impact on increasing the increase in OCB in the Dispora Aceh. The result on the influence of transactional leadership on OCB can be seen from leaders making clear expectations at work, leaders will take action before a problem becomes chronic, leaders tell employees standards to do work, leaders make agreements about work with employees and leaders monitor employee work and continue to track the presence or absence of errors.

Regarding the implications of the effect of employee engagement on OCB also proves to be a positive and significant effect, the result provides the implication that with the high employee attachment owned by employees will have an effect on improving OCB, this can be seen from employees willing to work overtime, employees are willing to provide information to colleagues about work, employees are willing to accept criticism for work, employees never complain about the poor working environment and employees try to maintain a good image of the organization where I work.

## 5. Conclusion

This research proves the causality tests that are transformational leadership effects employee significantly, transactional leadership effects employee engagement significantly, employee engagement effects OCB significantly, transformational leadership effects OCB significantly, transactional leadership effects OCB significantly, transformational leadership effects OCB through employee engagement, and transactional leadership effects OCB

through employee engagement. These results contribute to be the new premises that is useful for the next research development. This can be a reference also for the practical persons especially for the institution related. The previous causality theories are combined to be tested in the new object, so this is being an originality in this research. The amount of the variables is a limitation of this research, so the further researchers can develop the new models based on this research model.

Some of implications are formulated for the Dispora Aceh. The leaders must really be able to apply transformational leadership styles in order to provide their ideas to subordinates. The leaders also must provide motivation and support to employees as a form of transaction in work relationships. In addition, the organization needs to provide an opportunity for employees to participate in the organization, so that all employees feel part of the organization.

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