TRANSFORMATIONAL LEADERSHIP'S EFFECT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL COMMITMENT BY MEDIATION JOB SATISFACTION IN GROUP OF AWARENESS TOUR OF HOME FLOATING BANGSRING UNDERWATE

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Abstract. *This study aims to determine the effect of leadership transformational to organizational citizenship behavior and organizational commitment to mediation and job satisfaction of Group Tourism Awareness (Pokdarwis) Underwater Bangsring Banyuwangi. The respondents numbered 100 members Travel Awareness Group (Pokdarwis) Underwater Bangsring Banyuwangi with the status of permanent members and non-permanent members which have a minimum term of THREE years. The sampling technique using proportional random sampling, and analysis techniques using Structural Equation Modeling (SEM) with the help of AMOS version 21. The program will measure and model analysis proving the hypothesis by testing Standardized regression weight on the output table AMOS program. If there the value estimate of the indicator - an indicator that has a significance level of ≤ 0.05, the indicator can not describe constructs. The results showed that transformational leadership has a positive and significant effect on organizational citizenship behavior, transformational leadership has a positive effect but no significant effect on job satisfaction, transformational leadership has positive and significant impact on organizational commitment, job satisfaction positive and significant effect on organizational citizenship behavior, job satisfaction affects positive but not significant to organizational commitment. Managerial implications of this research are the group leader should evaluate and improve the implementation of transformational leadership to improve the behavior of organizational citizenship behavior and organizational commitment of the members of the Travel Awareness Group (Pokdarwis) Underwater Bangsring Banyuwangi.*

Keywords : transformational leadership, job satisfaction, organizational citizenship behavior,organizational commitment.

I. INTRODUCTION

Tourism is one of the important industrial sectors and has a great potential and opportunities for development. The development of tourism in developing countries including Indonesia are expected to help equalize economic opportunities as well as hamper the population to migrate to the tourist sites of the city. The development of tourism is also expected to improve the economy so as to improve the welfare of the tourism which developed (Evita, Sirtha, & Sunarta, 2012). The development of tourism in Indonesia in recent years has entered into a new order. Indonesia's tourism development trend is the development of location-based tourism model of rural tourism (Triambodo & Damanik, 2015).

Development of rural tourism locations in Indonesia began to appear in 2007 when the Indonesian government launched a program of Visit Indonesia as an effort to promote tourism in Indonesia for local and foreign tourists. Based on data from the Ministry of Culture and Tourism, up to 2012, there were 978 locations developed tourist village in Indonesia. The amount increased significantly compared to 2009 when there were 144 tourist sites for tourism purposes. Development of tourist sites is strongly influenced by the institutional aspects, objects and attractions, and tourist infrastructure

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(Sastrayuda, 2010).

Banyuwangi currently has dozens of tourist destinations spread across 25 districts, one of the sights that today many tourist visits within the country or from abroad are Bangsring Underwater Floating House in the village Bangsring, Wongsorejo subdistrict, Banyuwangi. Points-based tourism and marine conservation society pure self is managed by Travel Awareness Group (Pokdarwis) Floating House Underwater Bangsring that institutionally already incorporated through the Minister of Law and Human Rights of the Republic of Indonesia number 0074621. AH.01.07.TAHUN AHU-2016. in the development of tourist attractions, Bangsring Underwater certainly affected by the organizational aspects, objects and attractions, and tourist infrastructure. Institutional or organizational aspects are one important component in the success of tourism (Inskeep, 1991). In the institutional aspect, the necessary capacity of the community in the form of organizations and individuals as the main actors in the development of the tourist sites for the implementation of the strategy and program development of tourist travel locations. Lack of human resource capacity in the implementation of strategies and development programs Tourism Awareness Group (Pokdarwis) Underwater Bangsring Floating House continues to be a problem as not finished.

This research examines and analyzes the direct influence of transformational leadership on OCB, the direct influence of transformational leadership on organizational commitment, as well as the indirect effect mediated by job satisfaction in the context of the organization, the research subjects were members Awareness Group Travel (Pokdarwis) Floating House Bangsring Underwater Banyuwangi.

Based on the problems described above, then formulated the following research problem:

1. Is transformational leadership significantly influence OCB Travel Awareness Group members Bangsring Underwater Floating House Banyuwangi?
2. Is transformational leadership have a significant effect on job satisfaction Travel Awareness Group members Bangsring Underwater Floating House Banyuwangi?
3. Is transformational leadership significantly influence the work commitment of Travel Awareness Group members Bangsring Underwater Floating House Banyuwangi?
4. Is job satisfaction significantly influence OCB Travel Awareness Group members Bangsring Underwater Floating House Banyuwangi?
5. Is job satisfaction significantly influence organizational commitment Awareness Group member Floating House Bangsring Underwater Tourism Banyuwangi?

II. THEORETICAL FRAMEWORK

Transformational Leadership

The use diverse approaches or perspectives on leadership, in addition, to give birth definitions diverse leadership also spawned a variety of leadership theory anyway. Each one gave birth to a wide range of leadership theory. Suryadana (2015: 94) defines leadership as a process involving the effect occurs within a group and it involves achieving goals. Khuntia and Beacon (2004) states that all theories on leadership emphasizes on three ideas are built either together or separately: (1) rationality, behavior, and personality of the leader; (2) rationality, behavior, and personality followers; and (3) factors related to the implementation of the tasks, organizational climate, and culture.

According to Rival and Mulyadi (2012: 133), leadership basically: involving others, involve the uneven distribution of power between the leaders and members of the group, moving the ability to use various forms of power to influence the behavior of subordinates, and concerns the value. Four common properties that have an influence on the success of the organization's leadership, namely: (1) intelligence, (2) maturity, (3) self-motivation and encouragement of achievement, and (4) the attitude of human relationships. Asgari et al. (2008) stated that transformational leaders motivate followers by inviting followers to internalize and prioritize the larger common interest above personal interests.

Yukl (2010: 320) suggests that transformational leaders make followers to become more aware of the importance and value of the work and persuade followers to not put the interests of themselves for the sake of the organization. The leaders develop the skills and confidence to prepare their followers to get more responsibility within an organization

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giving authority. The leaders provide support and encouragement as needed to maintain the enthusiasm and effort to face the obstacles, difficulties, and fatigue. With transformational leadership, the followers feel the trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than what was originally expected of them.

Transformational leaders true that when they give you an awareness of what is true, good, beautiful, when they helped elevate the needs of subordinates in achieving what they want and in actualizing leaders assist in reaching a maturity level higher moral, and when the leaders were able to mobilize the troops to release their own interests for the good of the group, organization, or community (Sopiah, 2008: 295). Rival and Mulyadi (2012: 132) argues that transformational leaders motivate subordinates to do better with what is expected to subordinate it to increase the value assignment, by encouraging subordinates to sacrifice self-interest for the sake of the organization coupled with raising the level of needs of subordinates to rate better.

Job Satisfaction

Job satisfaction is an emotional state that is happy or positive emotions are derived from the assessment of work or work experience person. Job satisfaction is the result of members' perceptions about how good a job they give the items considered important (Luthans, 2006: 243). Rival and Mulyadi (2012: 246) states that job satisfaction is an assessment of how far the workers on the job as a whole satisfy their needs.

According to Porter (1961) in Ardana et al. (2008: 23), job satisfaction is a difference of something that should be with something that actually exists (factual). The smaller the difference in conditions that should exist with the actually existing conditions (factual), a person tends to feel more satisfied. Garboua and Montmarquette (2004) stated that the workers' job satisfaction describe the feelings that are based on his experience. Gibson et al.(2009: 152) states that job satisfaction is an attitude of workers on the job resulting from their perception of the job based on the factors contained in the work environment such as the style of supervisors, policies and procedures, an affiliate of the working group, working conditions and other benefits for workers. Robbins and Judge (2008: 107) define job satisfaction as a positive feeling

about the work of someone who is the result of an evaluation of its characteristics. In this concept, one's work is more than just regulate the activity of paper, write the code, waiting for customers, or driving a truck. Each job requires interaction with colleagues and superiors, follow the rules and organizational policies, meet the performance standards, accept working conditions are less than ideal, and others. This means that the assessment of a member about how he felt satisfied or dissatisfied with the work of an elaborate presentation of a number of different elements of the work.

Organizational Citizenship Behavior (OCB)

Huang (2012) suggests three categories of worker behavior, namely: (1) participate, bound and being in an organization; (2) have a job and act in accordance with the principles set forth by the organization; and (3) conduct of innovative and spontaneous activity exceeds the perception of its role in the organization. The latter category is often referred to as organizational citizenship behavior (OCB) or the extra-role behavior (Huang, 2012).

Robbins and Judge (2008: 40) define OCB as behavioral options that do not become part of the formal work duties of a member but to support the functioning of the organization effectively. Shweta and Srirang (2009) state that the OCB marked by an effort of any kind conducted by the wisdom of employees that benefit the organization without expecting any reward.

Kumar et al. (2009) define OCB as the behavior of individuals who contribute to the creation of organizational effectiveness and are not directly related to the system. reward organizational Kumar et al. (2009) states that OCB is:

1. Smoking behavior of workers is neither expected nor necessary, therefore organizations cannot give awards for the emergence of such behavior or provide punishment for the lack of such behavior.
2. Individual behavior that benefits the organization but not directly or explicitly recognized in the formal reward system of the organization.
3. Behavior that depends on each individual to raise or eliminate these behaviors in the workplace.
4. Behaviors that impact on the creation of effectiveness and efficiency of the team and the organization, thus contributing to the overall

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productivity of the organization.

Organizational Commitment

Organizational commitment is defined by Durkin and Bennett (1999) as a strong feeling of someone close to the objectives and values of the organization in relation to their role towards achieving the objectives and values. Luthans (2006: 249) states that organizational commitment is an attitude that shows loyalty members and an ongoing process of how an organization's members expressed their concern to the organization's success and goodness.

More attitude of loyalty is indicated by three things: (1) a strong desire for someone to remain a member of the organization; (2) a willingness to exert efforts for the organization; (3) a strong belief and acceptance of the values and goals of the organization. The organizational commitment will make the workers give their best to the organization where he works. Workers with a high commitment to be more work-oriented. Workers who have a high organizational commitment is likely to be happy to help and can work together. Curtis and Wright (2001) argue that the commitment is defined as the force identification of individuals who are in an organization. If someone has a commitment to the organization, he will have a strong identification with the organization, has a membership value, agreed with the objectives and value systems, is likely to remain in it, and finally, ready to work hard for the sake of the organization.

III. RESEARCH METODOLOGY

Conceptual Framework

This study aimed to analyze and assess the effect of transformational leadership on OCB, the impact of transformational leadership on job satisfaction, the influence of transformational leadership on organizational commitment, influence job satisfaction on OCB, and the effect of job satisfaction on organizational commitment in Awareness Group Travel (Pokdarwis) Home buoyancy Underwater Bangsring Banyuwangi.
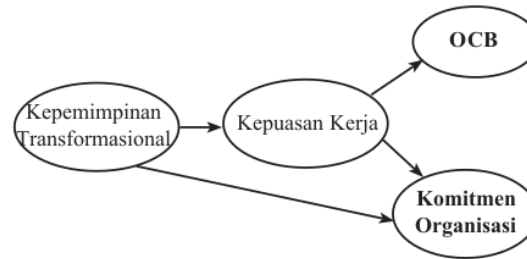
Research Hypothesis

1. H1: Transformational leadership is a positive and significant effect on OCB member Tourism Awareness Group (Pokdarwis) Floating House Bangsring Underwater.
2. H2: Transformational leadership is positive and significant impact on job satisfaction member Awareness Group Travel (Pokdarwis) Floating House Bangsring Underwater
3. H3: Transformational leadership is positive and significant impact on organizational commitment member Awareness Group Travel (Pokdarwis) Floating House Bangsring Underwater
4. H4: Job satisfaction has a positive effect and significant to OCB Travel Awareness Group members (Pokdarwis) Floating House Bangsring Underwater.
5. H5: Job satisfaction and significant positive effect on organizational commitment of members of Travel Awareness Group (Pokdarwis) Floating House Bangsring Underwater

Identification Variables

1). The independent variable or independent variable, the variable is the cause of the onset of or changes in the dependent variable / dependent variable. Independent variables are variables that effect. In this study, the independent variable is the transformational leadership (X1)
2). he dependent variable or dependent variable, the variable which become due to their independent variables. In this study, the dependent variable is job satisfaction (Y1), organizational citizenship behavior (Y2) and organizational commitment (Y3).

Definitions Variable Operational Research

1. Transformational leadership (X1), a leader behavior that is able to bring a sense of pride and

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confidence of subordinates, inspire and motivate subordinates, stimulate creativity and innovation subordinates, treat each subordinate individually and always train and provide guidance to subordinates. Transformational leadership variable is measured using the following indicators:

a. *Idealized influence* (X1.1), the behavior of a leader who is able to convey the vision and mission of the organization is clear to subordinates and fostering a sense of pride and confidence in subordinates.

b. *Inspirational motivation* (X1.2), the behavior of leaders capable of communicating high expectations in a clear and attractive, raise morale, and inspire subordinates to always be enthusiastic and optimistic in achieving the organization's objectives.

c. *Intellectual stimulation* (X1.3), the behavior of leaders capable of stimulating creativity and innovation subordinates, respecting the ideas of subordinates, and directing subordinates to solve the problem carefully.

d. *Individual consideration* (X1.4), the behavior of leaders who give attention to the needs of subordinates, appreciate individual differences and to train and provide guidance to subordinates.

2. Job satisfaction (Y1), is the attitude of subordinates to the situation and working conditions that arise because of the interaction that occurs between the assessment of their work with the thoughts, feelings, and emotions based on factors contained in the working environment such as salary, job itself, working conditions, supervision, relationships with colleagues and other benefits perceived by subordinates. Job satisfaction variables measured by the following indicators:

a. *Pay* (Y1.1), namely the number of wages and the rate at which it can be seen as being considered in accordance with the workload and personal responsibility within the organization.

b. *Job* (Y1.2), the job can be exciting and provide an opportunity for learning for subordinates as well as the opportunity to accept responsibility for the work.

c. *Promotion opportunities* (Y1.3), namely the opportunity for subordinates to progress and develop within the organization, such as the opportunity to get a promotion, promotions, awards, as well as the development of the individual.

d. *Supervisor* (Y1.4), the ability of employers to demonstrate attention to subordinates, provide technical assistance, as well as a superior role in treating subordinates that influence the behavior of subordinates in their daily work.

e. *Co-workers* (Y1.5), which is the level at which the technically proficient work colleagues, friends, and support each other in the work environment.

3. Organizational Citizenship Behavior (Y2), is the behavior of those individuals in the organization, to be free and voluntary exceeding the role required by the organization as well as the emergence of such behavior to benefit the organization but the behavior was not related either directly or indirectly to the organization's reward system, OCB variable is measured using the following indicators:

a. *Altruism* (Y2.1), the behavior of an initiative to help or assist colleagues within the organization voluntarily.

b. *Courtesy* (Y2.2), the behavior of individuals who maintain good relationships with co-workers in order to avoid disputes between members of the organization.

c. *Sportsmanship* (Y2.3), namely the willingness of individuals to accept anything that is set by the organization even in circumstances that are not reasonable.

d. *Conscientiousness* (Y2.4), that devotion or dedication to the work and the desire to exceed the standards of achievement in every aspect.

e. *Civic virtue* (Y2.5), the behavior of individuals who demonstrate responsibility to get involved, participate, and care for a variety of activities organized organization.

4. Organizational commitment (Y3), an attitude that shows loyalty members of the organization and is a continuous process of how an organization's members expressed their concern to the organization's success and goodness. Organizational commitment variable is measured using the following indicators:

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a. *Affective commitment* (Y3.1), the emotional attachment and a sense of pride in a member of the organization. The staff has a strong affective commitment is always still want to work for his organization.

b. *Continuance commitment* (Y3.2), is the commitment of the staff is based on consideration of something that must be sacrificed when it leaves the organization or losses will be borne by the staff if it does not continue its work in the organization. The staff has a high sustained commitment will be in the organization because they do need to work on the organization.

c. *Normative commitment* (Y3.3), is the commitment of the staff to stay in the organization because of the obligations and responsibilities in the organization who hired him for reasons of moral or ethical. The action is the right thing to do.

Determination of The Sample

The criteria for the sample used is a member of the group, both permanent and temporary status and has a minimum term of three years. Consideration of these criteria because the researchers included members with tenure for at least three years is sufficient time for members to gain experience in the organizational environment. According to Ferdinand (2014: 54), to obtain good results, the number of respondents who were taken to fill in the questionnaire is five to ten times the number of indicators.

The number of indicators used in this study was 17 indicators so that a good sample ranged from 85 to 170 samples. Based on the opinion of Ferdinand, this study used a sample size of 100 respondents, with 35 respondents details the status of permanent members and 65 non-permanent members responder status, This number represents a variety of education and the status of members and the amount deemed to have been representative of the population.

Procedures Data Collection

1. Questionnaire, which is a technique of data collection is done by providing a number of written questions to the respondent structured research related to the response to the various variables examined in this study.

2. Interviews, namely the collection of data by conducting in-depth question and answer to the respondents to obtain data that is more accurate and complete because it involves a further explanation of the questionnaire that was distributed to respondents.

Test Validity and Reliability

The correlation formula *product moment* as follows:

$$r = \frac{\Sigma XY}{\sqrt{(\Sigma X^2)(\Sigma Y^2)}}$$

Description:
r = correlation values product moment
X = factor scores
Y = total score

When the correlation value product moment of each factor is positive and the magnitude of 0.3 to above, these factors can be said to be valid.

Data Analysis Techniques

1. Descriptive analysis. It is used to describe or give a picture of the object under study through the data sample or population as is, without analyzing and making conclusions apply to the public. Descriptive analysis was intended to determine the characteristics and respondents of the items on the questionnaire questions. In this analytical technique throughout the studied variables described by the score of responses.

2. Analysis of inferential. According to Ferdinand (2014: 6), SEM is a statistical method that is currently very popular in management research for a variety of advantages. The data analysis technique which consists of two basic stages: stage measurement model*(measurement model)* through *Confirmatory Factor Analysis* and stage of structural equation models. The main objective is to test the suitability of the model (fit) with valid data.

   1). *Measurement model* is the process of modeling research aimed to investigate unidimensionality of indicators that describe a factor or a latent variable (Ferdinand, 2002: 70). Basically the test of *measurement model* to test whether the model as a whole can be said to be fit or not. In this study, researchers

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will confirm whether the indicator variable is used to confirm a factor called the *Confirmatory Factor Analysis* of all the indicators used in the model.

2). *Phase Structural Equation Model*

After being tested *measurement model*, the next test is continued with test *structural* model, which includes two main parts, namely (Ferdinand, 2002:20):

1. Test the whole models (*overall model* fit) of *structural* models.
2. Test *Structural parameter estimates,* and the relationship between the construct-dependent or independent variables that exist in the *structural* models.

Stages of the Analysis of Structural Equation Modeling

This study using SEM *(Structural Equation Model)* with the assistance of AMOS software version 21, which is based on an evaluation of their interdependence. Stages of structural equation modeling analysis by Ferdinand (2002: 34) is as follows:

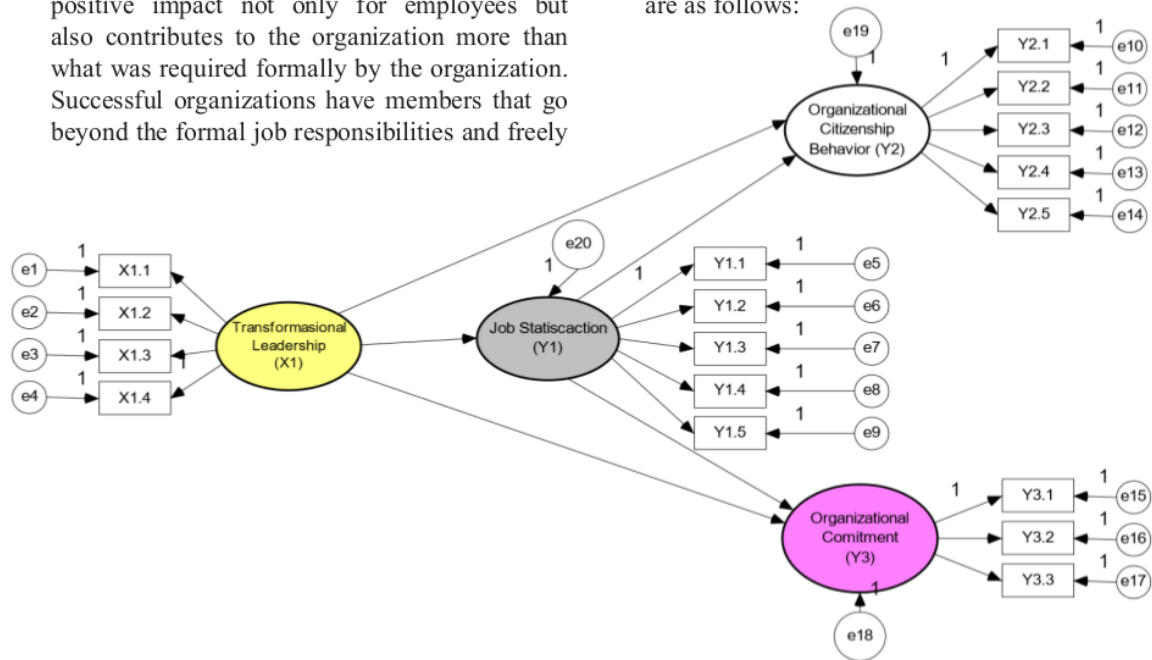1. Development of Model Based on the Theory

The first step in modeling is the development of a model that has a strong theoretical justification. The emergence of OCB have a positive impact not only for employees but also contributes to the organization more than what was required formally by the organization. Successful organizations have members that go beyond the formal job responsibilities and freely

give their time and energy to succeed in the work assigned (Jahangir etal.,2004).

According Podsakoff etal.(2000), OCB affect the effectiveness of the organization. Their organizational commitment will also make the workers give their best to the organization where he works. Workers with a high commitment to be more work-oriented. Workers who have a high organizational commitment is likely to be happy to help and can work together (Luthans, 2006: 249). So that the behavior of members indicated OCB well, much needed transformational leadership role of group leader and job satisfaction of the members.

2. Compilation Line Diagram

The theoretical model that has been built in the first step will be portrayed in the path diagram. The path diagram will make it easier to see the relationships of causality between the independent variables and the dependent variable. To see the causality made several models were tested using SEM to obtain the most appropriate model, with criteria *Goodness* of Fit. Based on the theory of structural models created, then determined the independent variables and the dependent variable, and then made the arrow direction in accordance with the direction of causality. The path diagram model of this study are as follows:

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IV. CONCLUSION AND RECOMMENDATIONS

Conclusion

Transformational Leadership significant positive effect on OCB. So it can be stated that the higher the intensity of the implementation of transformational leadership Pokdarwis chairman Bangsring Underwater Floating House Banyuwangi, the higher the level of Member OCB Pokdarwis Bangsring Underwater Floating House Banyuwangi. Vice versa, the lower the intensity of the implementation of transformational leadership Pokdarwis chairman Bangsring Underwater Floating House Banyuwangi, the lower the level of Member OCB Pokdarwis Bangsring Underwater Floating House Banyuwangi.

Transformational leadership is not significant positive effect on job satisfaction. This means that no significant transformational leadership on job satisfaction. In this case, whether or not the implementation of transformational leadership, the members remain satisfied with his works.

Transformational Leadership significant positive effect on organizational commitment. So it can be stated that the higher the intensity of the implementation of transformational leadership Pokdarwis chairman Bangsring Underwater Floating House Banyuwangi, the higher the level of organizational commitment Pokdarwis Member Bangsring Floating House Underwater Banyuwangi. Vice versa, the lower the intensity of the implementation of transformational leadership Pokdarwis chairman Bangsring Underwater Floating House Banyuwangi then lower the organizational commitment Pokdarwis members Bangsring Underwater Floating House Banyuwangi.

Job satisfaction significant positive effect on OCB. So it can be stated that the higher job satisfaction Pokdarwis Members Bangsring Underwater Floating House Banyuwangi, the higher the level of their OCB. Vice versa, the lower the job satisfaction Pokdarwis Member Bangsring Floating House Underwater Banyuwangi. then the lower the level of their OCB.

Job satisfaction is not significant positive effect on organizational commitment. This means that job satisfaction is not significant to the organizational commitment. In this case, high or low levels of job satisfaction felt by the members, they still have a high commitment to the organization.

Suggestions

Referring to the conclusion that transformational leadership has a positive and significant impact on organizational citizenship behavior and organizational commitment, should the leadership Pokdarwis Floating House Bangsring Underwater Banyuwangi wherever possible more attention to behavior transformational leadership. This is because the transformational leadership is a determinant variable in improving OCB and organizational commitment Pokdarwis members Bangsring Underwater Floating House Banyuwangi.

Referring to the respondent's perception of transformational leadership, the group leader should always pay attention to the needs of subordinates, appreciate individual differences, as well as providing training and direction to subordinates, because in this case the behavior of the most dominant in shaping the construct of transformational leadership.

For future studies suggested that consideration of other factors that also affect the job satisfaction and organizational commitment OCB behaviors such as age, tenure, and gender of respondents.

Subsequent research can also expand the scope of the research orientation of a larger organization or the wider population, or doing research on members in other areas, so the findings of this study may be different than in other areas of research taking into account the cultural differences of each region.

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