

The Influence of Transformational Leadership Style on Employee Performance with Organizational Citizenship Behavior as a Moderator Variable in PD. BPR KALSEL

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ABSTRACT

The objectives of research are to describe transformational leadership style, employee performance, and organizational citizenship behavior (OCB), and to examine the influence of transformational leadership style on employee performance through organizational citizenship behavior (OCB) as moderator variable. Sampling technique is stratified sampling. The respondent of research is 77 persons. The analysis tool is Partial Least Square (PLS). Research respondent is the employee of PD. BPR of South Kalimantan. Result of research indicates that transformational leadership style and employee performance remain in high category. Transformational leadership style has significant direct influence on employee performance. Organizational citizenship behavior (OCB) belongs to high category. The moderating nature of organizational citizenship behavior (OCB) is moderating of strengthening which means that higher organizational citizenship behavior (OCB) will empower the influence of transformational leadership style on employee performance.

Keywords:

Transformational Leadership Style, Employee Performance, Organizational Citizenship Behavior

INTRODUCTION

Achieving an organizational goal cannot be separated from the intervention of organizational leadership, because leadership is the most important element in making a decision, this is confirmed by research conducted by Becker et al (1996), Ogbonna and Harris (2000), Yousef (2000), Elencov (2002), Dale et al (2008), Pattisiana (2010), and Ali et al (2011) explains that successful performance is influenced by leadership style. Bass and Avolio in Sahertian (2010) stated that the success of a leader can transform his subordinates in four ways, namely (1) idealized influence, (2) inspiration motivation, (3) intellectual stimulation, and (4) individualized consideration. So it can be concluded that the transformational leadership style is a leadership style that includes organizational change efforts, the leader creates a vision and an environment that motivates employees to achieve beyond expectations. With the transformational leadership style model, employees will feel trust, admiration, loyalty and respect for their leaders so that employees will be motivated to do more than what is expected of them. In fact, it is not uncommon for employees to exceed what they think they can do.

BPR is a bank financial institution that only disburses deposits in the form of time deposits, savings and other forms of lending and distributes funds as a BPR business in accordance with Banking Law Number 7 of 1992. In South Kalimantan there are currently 24 BPRs, 20 of which are BPR belongs to the Regional Government as part of the Regional Company (PD BPR). This institution played a significant role in spurring positive economic growth. The volume of banking business (assets) in South Kalimantan grew 13.3% from the end of 2008 to reach IDR 21.24 trillion. Meanwhile, South Kalimantan's PAD (original regional income) in 2012 was 2.97 T.

PAD in 2012 itself included income obtained from PD. South Kalimantan BPR amounted to 1.27 M. The growth and development performance of BPRs, especially in South Kalimantan, cannot be separated from internal and external factors of BPR institutions. Internal factors that are thought to have a significant influence on the growth and development of BPR are Leadership Style factors and OCB (Organizational Citizenship Behavior) factors which have an impact on Employee Performance.

Effective leadership is needed by leaders to be able to improve the performance of all employees in achieving company goals. Thus, leadership style can be a good guide in improving employee performance. Based on this background, the researchers chose the title "The Influence of Transformational Leadership Style on Employee Performance with Organizational Citizenship Behavior as a Moderator Variable in PD. South Kalimantan BPR" The purpose of this research is to analyze the influence of Transformational Leadership Style on Employee Performance at PD BPR in South Kalimantan and to find out whether the Transformational Leadership Style variable has an indirect influence on Employee Performance with OCB (organizational citizenship behavior) as a moderator variable for PD BPR employees in South Kalimantan.

METHOD

This research uses a quantitative approach. The data obtained are in the form of numbers, and this research aims to test a hypothesis (Arikunto, 2006). Judging from the nature of the data collected in this research, it is classified as ex post facto, namely a form of research that does not need to rely on or manipulate variables directly by the researcher. Population is a generalization area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiono, 2007). The population of this research is all PD employees. BPR in South Kalimantan as many as 158 people. In this research, researchers determined the number of samples using a purposive sampling technique. With PD criteria. BPR which has the highest percentage of annual profit after tax. Then the top ten PDs were taken. BPR from predetermined criteria. The samples taken were all employees from the ten PDs. the BPR.

In this research, data was collected to measure the variables to be studied through respondents' responses using a Likert scale. According to Sugiono (2007), the Likert scale is used to measure attitudes, opinions and perceptions of a person or group about social phenomena. With a Likert scale, the variables that will be registered as sub-variables for each answer to the question in the questionnaire are given a score as follows: 1 = Strongly disagree 2 = Disagree 3 = Quite agree 4 = Agree 5 = Strongly agree According to Sugiono (2007), the instrument was tested on a sample of around 30 people. Instrument testing is to ensure the validity and reliability of data collection. Validity/validity concerns understanding the suitability between concepts and empirical statements. An instrument is said to be valid if it is able to measure what is desired and express the data of the variables studied accurately.

In this research, the validity test was carried out using Pearson's product moment population technique, namely by correlating the scores obtained with each question item with the total score. Sugiono (2007) states that an item is said to be valid if the Pearson's product moment correlation index (r) ≥ 0.3 PMP.

RESULTS AND DISCUSSION

Result And Discussion

The Transformational Leadership Style variable (X) is measured by four reflective indicators. The results of the outer loading of indicators from the Transformational Leadership Style variable (X) can be seen in Figure 1 as follows:

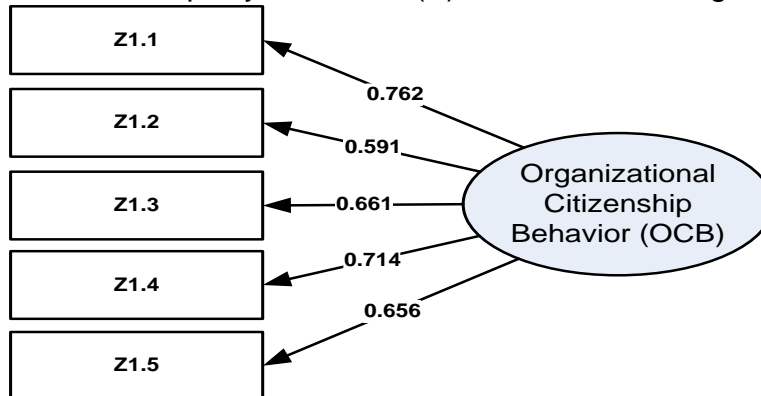


Figure 1. Measurement model of the construct dimensions of the Organizational Citizenship Behavior (OCB) variable (Z)

Indicator	Outer loading	T-statistik	p-value
Idealized Influence (X1.1)	0.800	22.246	0.000
Inspirational Motivation (X1.2)	0.812	16.709	0.000
Intellectual Stimulation (X1.3)	0.844	30.296	0.000
Individuallized Consideration (X1.4)	0.746	14.679	0.000

Based on the magnitude of the outer loading, it can be seen that the third indicator is the strongest indicator for measuring the Transformational Leadership Style (X) variable. This means that the Transformational Leadership Style variable (X) is high mainly because of the Intellectual Stimulation indicator (X1.3). The Organizational Citizenship Behavior (OCB) variable (Z) is measured by five formative indicators. Outer loading results of indicators from the Organizational Citizenship Behavior (OCB) variable (Z).

The Influence of Transformational Leadership Style (X) on Employee Performance (Y) without OCB (Z)

All indicators of Transformational Leadership Style (X) have a significant effect on Employee Performance (Y). This is proven by leaders who can be good role models for employees, leaders who really care about employees, leaders who can convey the vision and mission of the organization to employees clearly, and employees feel proud of their leadership. Leaders are able to motivate employees to be better, able to inspire employees, and able to communicate the organization's expectations to employees. Leaders are able to create a conducive environment within the organization, are able to encourage employees to come up with new ideas that are solutions and creative to solve the problems they face, and leaders involve employees in the process of formulating problems and finding solutions. Leaders pay special attention to employees, and leaders really provide guidance and really provide input to employees in facing and resolving problems.

The Influence of Transformational Leadership Style (X) on Employee Performance (Y) with OCB (Z) as a moderator variable

The nature of Organizational Citizenship Behavior (OCB) moderation (Z) is strengthening moderation. This means that the higher the Organizational Citizenship Behavior (OCB) (Z), the stronger the influence of Transformational Leadership Style (X) will be on Employee Performance (Y). The results of the research are similar to research by Robbins and Judge (2008), the facts show that organizations that have employees who have good OCB will have better performance than other organizations. The existence of a significant direct influence between Transformational Leadership Style (X) on Employee Performance (Y), as well as the interaction influence between Organizational Citizenship Behavior (OCB) (Z) on Employee Performance (Y) indicates that the moderating nature of Organizational Citizenship Behavior (OCB) (Z) is strengthening moderation. This means that the higher the Organizational Citizenship Behavior (OCB), the stronger the influence of the Transformational Leadership Style on Employee Performance. The results of this research are slightly different from the findings of Zirgham Ullah Bukhari (2008) who only used three indicators to measure employee performance, namely, Altruism, Conscientiousness, and Civic Virtue, where the results stated that the indicator that had the most influence on employee performance was Conscientiousness.

CONCLUSION

Based on the research results and research discussion regarding transformational leadership style on employee performance with organizational citizenship behavior as a moderator variable, the following conclusions are obtained: 1. Transformational Leadership Style and Employee Performance are in the high category. There is a significant direct influence between Transformational Leadership Style on Employee Performance. Considering that the inner weight coefficient has a positive sign, it indicates that the relationship between the two is positive. This means that the higher the Transformational Leadership Style score, the higher the Employee Performance score. 2. Organizational Citizenship Behavior (OCB) is in the high category, this variable acts as a moderator variable between the influence of Transformational Leadership Style on Employee Performance. Considering that the interaction coefficient is positive and the coefficient of the direct influence of Transformational Leadership Style on Employee Performance is positive, the nature of Organizational Citizenship Behavior (OCB) moderation is strengthening moderation. This means that the higher the Organizational Citizenship Behavior (OCB), the stronger the influence of the Transformational Leadership Style on Employee Performance.

Acknowledgment

The results of this study show that the higher the Organizational Citizenship Behavior (OCB) (Z), the greater the influence of the Transformational Leadership Style (X) on Employee Performance (Y). Based on the research results and various findings that have been concluded, several suggestions can be put forward as follows:

- a. For the development of management science: measuring variables is not only limited to using regression or path analysis. PLS analysis can also be used as another alternative.

- b. For PD. South Kalimantan BPR: 1. The effectiveness of the Transformational Leadership Style occurs if the agency is able to make improvements to Intellectual Stimulation activities. With this, employee performance will be able to improve. Agencies can carry out positive activities or training that can improve quality, because improving quality plays a role in improving employee performance. 2. The higher the Organizational Citizenship Behavior (OCB), the stronger the influence of the Transformational Leadership Style on Employee Performance. So it is hoped that PD. BPR can make efforts that can increase employee OCB even higher.
- c. For further research: Based on the shortcomings and weaknesses in this research, the author hopes that for further research the variables used will not only include Transformational Leadership Style, Employee Performance, or OCB. But other variables can also be added so that further research can develop further.

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