

The Effect of Transformational Leadership and Organizational Citizenship

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Behavior on Job Performance at Lecturers Teaching at State Universities in South Sumatera

ABSTRACT: *The performance of lecturers who teach at public universities in South Sumatra is strongly influenced by leadership style and organizational citizenship behavior because currently the environment is also very rapidly changing dynamically. This change also greatly influences the behavior of the lecturers who teach and will directly influence the results of the students taught in the college. The importance of leadership will greatly influence the behavior of lecturers who teach, which in turn will affect the quality of the teaching and learning process carried out at the university. If the application of leadership patterns and organizational citizenship behavior is good, it will be very good also affect job performance*

Keywords : *Job Performance, OCB, transformational leadership,*

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I. INTRODUCTION

Job Performance is the result of one's efforts determined by the ability of his personal characteristics, as well as by the perception of his role in a particular job. According to research conducted by Vivin Maharani et al. (2013), Job Performance can be influenced by several factors such as Organizational Citizenship Behavior and Transformational Leadership. Organizational citizenship behavior (OCB) is extra individual behavior, which is not directly recognizable in a formal work system, and which in aggregate can improve the effectiveness of organizational functions (Organ, 1988). Apart from individual behavior, the success of an organization can also be influenced by the attitude of the leader. A good organizational leader is able to invite and direct his subordinates to be able to achieve organizational goals by giving the best performance. Whether or not subordinates carry out their duties depends on the leadership itself. How a leader gives influence and motivation to influence his subordinates to carry out various actions as expected. Transformational leadership is a form of leadership that produces performance by instilling pride, communicating privately, facilitating creative thinking, and providing inspiration (Lievens et al, 1997). In producing good performance in an organization (Job Performance) various factors are needed to support each other. Among them are Organizational Citizenship Behavior (OCB), Transformational Leadership, and Employee Empowerment. If one of these factors is bad, then the possibility of performance in the organization will have an effect. Mutahar (2015) in his article said that the attitude of leaders in an organization will help members of the organization in achieving common goals. The following are the research questions: (1). Is there an effect of transformational leadership (transformational leadership) at the State University in South Sumatra job performance ?, (2). Is there any effect of transformational leadership at the State University in South Sumatra on Organizational Citizenship Behavior (OCB) ?, (3). What is the influence of Organizational Citizenship Behavior (OCB) at the State University in South Sumatra on job performance ?

II. LITERATURE REVIEW

Performance can be interpreted as the level of a person's ability to carry out tasks that are part of his work (Byars & Rue, 1984). This shows how far individuals are able to fulfill the conditions in their work. In simple terms, Mathis and Jackson (2006) define performance as what employees do or don't do. Likewise Hariandja (2005), argues that performance is the result of work that has been achieved by a person or group of people in an organization either formal or informal, public or private which is strongly influenced by several factors. Organ (1988) defines OCB as free individual behavior, not directly or explicitly related to the reward system and can improve the effective functioning of the organization. The leader is someone who has the ability to influence others, and must make decisions at every step to achieve the desired results (Rehman, 2011). Leadership is a form of reciprocal process, where leaders and subordinates work together to achieve organizational goals (Skansi, 2000). Leadership style is a way and approach to give direction, implement plans, and motivate others (Bakotic, 2008). Transformational leadership is a form of leadership that produces performance by instilling pride, communicating privately, facilitating creative thinking, and providing inspiration (Lievens et al, 1997). In transformational leadership, team members will also care for each other and

inspire each other to produce high performance (Bass, 1999). According to Robbins and Judge (2013), transformational leadership is superior to transactional leadership, and produces a level of effort and performance of followers that goes beyond what can be achieved if the leader only applies a transactional approach.

III. RESEARCH METHODS

This study aims to analyze the effect of transformational leadership and the influence of employee empowerment on employee performance through Organizational Citizenship Behavior (OCB). This research was conducted at the State University in South Sumatra. According to Nawawi (1985) states that, "the population is the totality of all possible values, both the results of counting or quantitative and qualitative measurements rather than certain characteristics regarding a complete set of objects. The population in this study are lecturers who teach at State Universities in South Sumatra. In accordance with the target sample taken, namely lecturers teaching at State Universities in South Sumatra, 275 research questionnaires were distributed, in which the number of questionnaires distributed was estimated so that appropriate questionnaires to be analyzed were no less than the research targets. From the results of questionnaires, only 215 questionnaires were returned and no questionnaires were incomplete so that all could be processed for processing. The response rate is 85.4%.

Table -1
Deskriptif Statistics Variable Job Performance

Variable	N	Min	Max	Mean	Std. Dev.
Perf1	215	1	6	4.563	1.293
Perf2	215	1	6	4.748	1.359
Perf3	215	1	6	4.578	1.340
Job Performance	215	1	6	4.630	1.243

Sumber: Hasil pengolahan data dengan SPSS

Based on table 1 above, it can be seen that Job Performance variable, with an average value of 4,630, means that the respondent's answer to that variable is relatively agree and the biggest answer is (Perf2: I am more productive than other employees who do the same work) which means proven that employees are more productive than other employees who do the same work, with a standard deviation of 1,243, which means the respondent's answers are relatively varied to say that they are marked with a standard deviation value greater than 1, with the smallest value of 1 and the largest value 6.

Tabel – 2
Conclusion of Deskriptif Statistic

	N	Min	Max	Mean	Std. Dev
OCB	206	1.45	6.00	4.8138	.81142
Employee Empowerment	206	1.40	6.00	5.0592	.97350
Transformational Leadership	206	1.50	6.00	4.7641	1.03498
Job Performance	206	1.00	6.00	4.6295	1.24265
Valid N (listwise)	206				

Sumber: Hasil pengolahan data dengan SPSS

Hipotesis #1

Based on the summary table 2 above, it can be seen that the Employee Empowerment variable, with the largest average value of 5,056, means that the respondent's answer for the variable is relatively agree with the standard deviation of 0.974 which means the respondent's answers to the questions are relatively varied to agree to mark with a standard deviation value that is almost close to number 1 and far from the number 0. This shows that the empowerment carried out by the company towards its employees has been quite good and felt by the employees. However, if you want to see which variable the respondent's answer varies the most can be seen from the highest standard deviation value that is for the Job Performance variable with a value of 1,243. It can be said that the answers regarding the performance of each employee in the company vary.

This hypothesis examines the effect of Transformational Leadership on Job Performance, the alternative hypothesis (Ha) is arranged as follows:

H1: Transformational Leadership has a positive and significant effect on Job Performance.

Table - 3
Result of Statistic

No	Model	Estimate	S.E.	C.R.	P	Decision
1	Transformational Leadership Job Performance	0.556	0.069	8.023	0.000	Ha Accepted

Sources : AMOS

Based on table 3 above, it can be said that the Transformational Leadership variable with a value of 0.000 is smaller than 0.05, so it can be said that the Transformational Leadership variable affects the Job Performance variable (Ha1 accepted), with a beta coefficient of 0.556, which means that every increase in the Transformational variable Leadership of one unit, it will increase Job Performance by 0.556. The results of this study are in accordance with previous research by Vivin Maharani, Eka Afnan and Noermijati, 2013, in their research suggesting that Transformational Leadership affects Performance variables with a beta coefficient of 0.272.

Hipotesis #2

This hypothesis examines the effect of Transformational Leadership on Organizational Citizenship Behavior (OCB), the alternative hypothesis (Ha) is arranged as follows:

H2: Transformational Leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB).

Tabel - 4
Result of Statistics

No	Model	Estimate	S.E.	C.R.	P	Decision
2	Transformational Leadership OCB	0.192	0.051	3.742	0.000	Ha Accepted

Sources : Amos

Based on table 4 above, it can be said that the Transformational Leadership variable with a value of 0.000 is smaller than 0.05, so it can be said that the Transformational Leadership variable affects the Organizational Citizenship Behavior (OCB) variable (Ha2 accepted), with a beta coefficient of 0.192, which means that every there is an increase in the Transformational Leadership variable of one unit, it will increase the Organizational Citizenship Behavior (OCB) of 0.192. The results of this study are in accordance with previous research by Ashkan Khalili, 2017, in his research suggesting that Transformational Leadershi affects the Organizational Citizenship Behavior variable with a beta coefficient of 0.43.

Hipotesis #3

This hypothesis examines the effect of Organizational Citizenship Behavior (OCB) on the Job Performance alternative hypothesis (Ha) arranged as follows:

H5: Organizational Citizenship Behavior (OCB) has a positive and significant effect on Job Performance

Tabel - 5
Statistics Result

No	Model	Estimate	S.E.	C.R.	P	Decision
5	OCB Job Performance	0.187	0.088	2.115	0.034	Ha Accepted

Sources : Amos

Based on table 20 above it can be said that the Organizational Citizenship Behavior (OCB) variable with a value of 0.034 is smaller than 0.05, so it can be said that the Organizational Citizenship Behavior (OCB) variable affects the Job Performance variable (Ha5 is accepted), with a beta coefficient of 0.187 , which means that every time there is an increase in the Organizational Citizenship Behavior (OCB) variable of one unit, it will increase Job Performance by 0.187. The results of this study are in accordance with previous studies by Eeman Basu, Rabindra Kumar Pradhan, and Hare Ram Tewari, 2017, in their research suggesting that OCB affects Job Performance variables with beta coefficients of 0.49.

1. Based on the results of AMOS calculation, the Transformational Leadership variable with a value of 0.000 is smaller than 0.05, so it can be said that the Transformational Leadership variable affects Job Performance va-

riables (Ha1 accepted), with a beta coefficient of 0.556, which means that every increase in Transformational Leadership variable is one unit, it will increase Job Performance by 0.556.

2. Based on the results of AMOS calculations, it can be said that the transformational leadership variable with a value of 0.000 is smaller than 0.05, so it can be said that the Transformational Leadership variable affects the Organizational Citizenship Behavior (OCB) variable (Ha2 accepted), with a beta coefficient of 0.192, which means every time there is an increase in the Transformational Leadership variable of one unit, it will increase the Organizational Citizenship Behavior (OCB) of 0.192.

3. Based on the results of AMOS calculations, it can be said that the Organizational Citizenship Behavior (OCB) variable with a value of 0.034 is smaller than 0.05, so it can be said that Organizational Citizenship Behavior (OCB) variables affect Job Performance variables (Ha5 accepted), with beta coefficients of 0.187, which means that every time there is an increase in the Organizational Citizenship Behavior (OCB) variable of one unit, it will increase Job Performance by 0.187.

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