

Effects of Transformational Leadership, Development of Human Resources and Behavior of Organizational Citizens on the Staff Performance of Padang Health Polytechnic

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Abstract—This study aims to determine the effect of transformational leadership, human resource development, and organizational citizenship behavior (OCB) on the performance of the Padang Health Polytechnic staff. This research used quantitative methods with ex post facto research design. Population of this study was all of Padang Health Polytechnic staffin total 101 people with sample taken by Slovin method. Analysis engaged by simple regression analysis and multiple regression analysis. The results shown that transformational leadership has a significant effect on performance with contribution of 17.8%, human resource development also has a significant effect on performance with a contribution of 38.7%. Meanwhile OCB significantly affect performance with a contribution of 17.7%. Transformational leadership and human resource development significantly affectstaff performance with a contribution of 44.2%. Transformational leadership and organizational citizenship behavior has significant effect on performance with a contribution of 31.7%. Human resource development and organizational citizenship behavior significantly influence performance with a contribution of 50.6%. All of three parameters has significantly affect staff performance with a contribution of 55.3%

Keywords—Transformational Leadership, Human Resource Development, Organizational Citizenship Behavior, Performance

I. INTRODUCTION

An organization was founded since it has goals to be achieved. In achieving its goals, every organization is influenced by the behavior and attitudes of the people in the organization. The success of an organization to achieve these goals depends on the ability of employees to run work units in the organization, henceits goals can be achieved only because of the efforts of the employees in it.

Human resources (employees) are a strategic element in determining whether an organization is in the right condition or not. The planned and sustainable development of human resources is an absolute necessity especially for the future of the organization. In these environmental conditions, management is required to develop new ways to retain employees at high productivity and develop their potential to make maximum contributions. Human resources issue that seems only for an internal problem actually has connection with the community as a public service that is measured by performance of an organization.

A performance has important meaning for employees as their accomplishment get the evaluation from the superiors, besides it will increase employees enthusiasm in working environment. This performance appraisal comes with two conditions where the employees who excelled are promoted and rewarded for their achievements, but the employees who did not performe well may be demoted.

Padang Health Polytechnic staff performance was admittedly not carried out to the maximum level yet. Many assignments related to academic services do not run optimally such aslate and carelessly. Based on the results of preliminary observations by interviewed with employees of the Padang Health Polytechnic, it can be seen that the performance of the service is not in the best service stage yet. This

condition it can be seen from the phenomena found in the initial observations including; 1) not compiling to-do list before working, as a result work is often delayed and piled up every day, 2) even though work plans are made, they were not completed properly, 3) Low of mastering of individual tasks and responsibilities, this situation shown from the employees who should be able to complete some work on time had neglected delayed their works, 4) Lack of concern for the responsibilities as a professional employee, 5) Employees seems to be enforced to finished their tasks , 6) Lack of time management, as the consequences a lot of work is neglected by the employees, 7) There was still a presumption that working hard only when getting praise from superiors, 8) Work evaluation was not run properly as many work still have errors everywhere, 9) There is still no standard for evaluating of employee's work, even though one of the indicators of granting remuneration payment is based on the employee's work standard (SKP). 10) Lack of team work, 11) Perceived tolerance for employees who want to be more involved in the company.

The lack performance of Padang Health Polytechnic staff caused by many factors such as transformational leadership, human resource development, and organizational citizenship behavior. Leadership is one of the factors that can affect employees, including OCB behavior, since without effective leadership from a leader, a company will experience a setback. Each leader basically has a different behavior in leading or called as leadership style. Transformational leadership is one of the leadership styles that are seen as more complete and have many advantages, especially towards organizational changes.

Based on that phenomenon, it is important to examine of employee performance. By identifying and researching various factors, it is expected to obtain a solution relating to improving employee performance. This study attempts to conduct research on the contribution of transformational leadership, human resource development, and organizational member behavior to the performance of the Padang Health Polytechnic staff. The objectives in this study are: 1) To find out how much the influence of transformational leadership on performance, 2) To find out how much influence the development of human resources on performance, 3) To find out how much influence the organizational member behavior on employee's performance, 4) To find out how big is the effect of transformational leadership and human resource development on performance, 5) To find out how much influence is transformational leadership and organizational member behavior on

performance, 6) To find out how much influence the development of human resources and organizational member behavior on performance and 8) To find out how much influence transformational leadership, human resource development and organizational member behavior on performance.

II. THEORY

Hasibuan (2014: 52) stated that performance is a result of work which achieved by a person who carried out the tasks based on skill, experience, and sincerity as well as time. According to Armstrong and Baron in Wibowo (2011: 25), performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction, and contributing to the economy.

Robbins (2006: 472) stated that transformational leadership is a leader who inspires followers to exceed their personal interests and enable to have a profound and extraordinary impact on followers. The leader pays attention to the development of each members by changing the member's awareness of existing problems, helping employees to solve problems in a new way, and inspiring members to make extra efforts to achieve their goals.

After the employees are recruited, selected, and placed, skill of the employees needed to be improved by development training to make it fit to their work (Gaol, 2014: 210). According to Filippo in Gaol (2014: 210) the development of Human Resources (HR) includes: 1) Training, which is to improve skills to carried out the jobs and 2) Education, which is to increase general knowledge and understanding of the overall environment. According to Dessler in Gaol (2014: 210), training gives new employees or current employees the skills they need to accomplished their work.

Organ (2006: 3) describes the behavior of organizational member as the behavior of individuals who are discreted, indirectly, or explicitly recognized with a reward and aggregate system to improve the effective and efficient functioning of an organization. Discretion that mentioned before is behavior in a specific context is not an absolute requirement in a job description.

According to Robbins (2015: 40), OCB is an optional behavior that is not part of the employee's formal work obligations, but supports the effectiveness of organization. Successful organizations need employees who will do more than their usual tasks, which will deliver performance that beyond expectations.

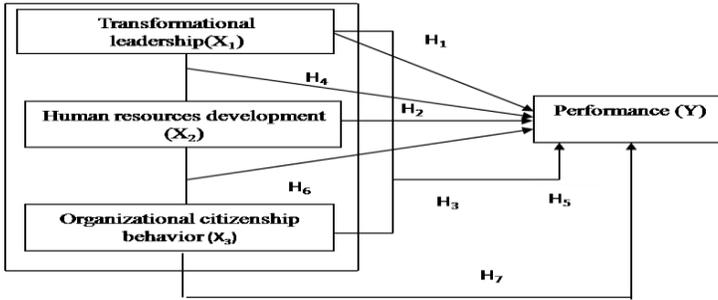


Figure 2.1

Conceptual framework

Based on those descriptions, it was assumed that leadership, organization condition, and job satisfaction influence performance of the employees. From the explanations, the conceptual framework of this study can be described in Figure 2.1.

III. METHODS

This research uses quantitative methods with ex post facto research type. According to Darmadi (2011: 35), ex post facto study is "research which related to variables that already exist without interference from the variables". The population of this study was all staff of the Padang Health Polytechnic, in total 101 people. Sampling will use stratified proportional random sampling technique. Based on the calculation of the Slovin formula, 81 samples were obtained. The primary data collection instrument was used a questionnaire (questionnaire). The questionnaire used in this study was prepared using a level scale (Likert). This study used quantitative data analysis using path analysis techniques.

IV. RESULTS

There are seven hypotheses tested in this study; 1) Transformational leadership has a significant effect on performance, 2) Development of human resources has a significant effect on performance, 3) Organizational citizenship behavior has a significant effect on performance, 4) Transformational leadership and human resource development has a significant effect on performance, 5) Transformational leadership and organizational citizenship behavior influence performance significantly, 6) Human resource development and organizational citizenship behavior has significant effect on performance, 7) Transformational leadership, human resource development, and organizational citizenship behavior significantly affects performance.

The first hypothesis was tested in this study is transformational leadership which has a significant effect on performance. Simple regression analysis was used to determine the effect of transformational leadership on performance. The results were obtained

by multiple regression calculations with following equation = $201.026 + 0.384X_1$, a summary of the results can be seen in the following table.

Table 1. Simple regression coefficient test results of transformational leadership on performance

Source	Coefficient	T	Sig	R	Contribution
Constant	201.026	16.940	0,000	0,419	17,6
Transform ational leadership	0.384	4.101	0,000		

Based on table, it can be concluded that transformational leadership has a significant and positive effect on the performance on the Padang Health Polytechnic staff with a significance value was $0,000 < 0.05$. It means that the better of the transformational leadership, the better of the staff performance in the Padang Health Polytechnic. The contribution of transformational leadership to the performance was 17.6%.

The second hypothesis tested in this study was the development of human resources has a significant effect on performance. Simple regression analysis was used to determine the effect of human resource development on staff performance. Summary of the results can be seen in the following table:

Table 2. Simple regression coefficient test results of human resource development on performance

Source	Coefficient	t	Sig	R	Contribution
Constant	182.004	18.963	0.000	0.622	38,7
Human resources developme nt	0.468	7.057	0.000		

Based on the table, it can be concluded that the development of human resources has a significant and positive effect on the Padang Health Polytechnic staff performance with significance value was $0,000 < 0.05$. It means that the better of the development of human resources, the better of the staff performance. The results of multiple regression calculations were obtained with the following equation = $182,002 + 0.568X_2$. The contribution of human resources development in the performance of the Padang Health Polytechnic staff was 38.7%.

The third hypothesis tested in this study was the behavior of citizenship in human organizations significantly influences staff performance. Simple regression analysis was used to determine the behavior of organizational citizenship. Summary of research results can be seen in the table 3:

Table 3. Simple regression coefficient test results of organizational citizenship behavior on performance

Source	Coefficient	T	Sig	R	Contribution
Constant	208.156	20.537	.000	0.421	17,7
Behavior of organizational citizenship	.332	4.096	.000		

Based on the table, it can be concluded that the behavior of human organization citizenship has a significant and positive effect on the Padang Health Polytechnic staff performance with a significance value was 0,000 <0.05. It means that the better of the organizational citizenship behavior, the better of the Padang Health Polytechnic staff performance. The results of multiple regression calculation were obtained with the following equation = 208,156 + 0,332X₃. The contribution of organizational citizenship behavior affects the performance of the Padang Health Polytechnic staff by 17.7%.

The fourth hypothesis tested in this study was transformational leadership and human resources development on performance. Multiple regression analysis was used with summary of research results can be seen in the following table:

Table 4. The results of the multiple regression coefficient test of transformational leadership and human resource development on performance

Source	Coefficient	T	Sig	F _{count}	Sig	R	Contribution
Constant	161.613	13.756	0.000	30.953	0.000	0.665	44.2
Transformational leadership	.228	2.795	0.007				
Human resources development	.409	6.111	0.000				

Based on table, it can be concluded that transformational leadership and human resource development have a significant effect on the

performance of Padang Health Polytechnic staff with a significance value of F_{count} was 0,000 <0.05. It means that the better of the transformational leadership and the development of human resources, the better of the performance Padang Health Polytechnic staff. The results of multiple regression calculations were obtained with the following equation = 161.613 + 0.228X₁ + 0.409X₂. The contribution of transformational leadership and resource development to the performance of the Padang Health Polytechnic staff was 44.2%.

The fifth hypothesis tested in this study was the effect of transformational leadership and organizational citizenship behavior towards staff performance. Multiple regression analysis was used for the effect of transformational leadership and organizational citizenship behavior on staff performance. Summary of research results can be seen in the following table:

Table 5. Results of the multiple regression coefficient test of transformational leadership and organizational citizenship behavior on staff performance

Source	Coefficient	t	Sig	F _{count}	Sig	R	Contribution
Constant	168.810	12.440	0.000	17.898	0.000	0.563	31.7
Transformational leadership	.346	3.978	0.000				
Organizational citizenship behavior	.296	3.958	0.000				

Based on the table, it can be concluded that transformational leadership and organizational citizenship behavior significantly effects the Padang Health Polytechnic staff performance with a significance value of F_{count} was 0,000 <0.05. It means that the better of the transformational leadership and organizational citizenship behavior, the better of the staff performance of the Padang Health Polytechnic. The results of multiple regression calculations were obtained the following equation = 168,810 + 0,346X₁ + 0,296X₂. The contribution of transformational leadership and organizational citizenship behavior to the performance of the Padang Health Polytechnic staff was 31.7%.

The sixth hypothesis tested in this study was the effect of development of human resources and organizational citizenship behavior towards staff performance. Multiple regression analysis was to

determined the results with summary can be seen in the following table:

Table 6. The results of the multiple regression coefficient test the development of human resources and organizational citizenship behavior on performance

Source	Coefficient	T	Sig	F _{count}	Sig	R	Contribution
Constant	154.949	14.189	0.000	39.712	0.000	0.711	50.6
Human resources development	.451	7.164	0.000				
Organizational citizenship behavior	.239	3.704	0.000				

Based on the table, it can be concluded that the development of human resources and organizational citizenship behavior has significant effect to staff performance of Padang Health Polytechnic with a significance value of F_{count} was $0,000 < 0,05$. It means that the better of the development of human resources and organizational citizenship behavior, the better of the staff performance of Padang Health Polytechnic. The results of multiple regression calculations were obtained with the following equation = $54,494 + 0,451X_2 + 0,239X_3$. The contribution of human resources development and organizational citizenship behavior to the performance of the Padang Health Polytechnic staff was 50.6%

The seventh hypothesis tested in this study was transformational leadership, human resources development, and organizational citizenship behavior towards staff performance. Multiple regression analysis was used to determine their effect on staff performance with summary of research results can be seen in the following table:

Table 7. Results of the multiple regression coefficient test of transformational leadership, human resources development, and organizational citizenship behavior on staff performance

Source	Coefficient	T	Sig	F _{count}	Sig	R	Contribution
Constant	154.949	14.189	0.000	31.354	0.000	0.744	55.3
Transformational leadership	.209	2.825	.006				
Human resources development	.399	6.332	0.000				
Organizational citizenship behavior	.228	3.684	0.000				

Based on the table, it can be concluded that transformational leadership, human resources development, and organizational citizenship behavior has significant effect to staff performance of Padang Health Polytechnic with a significance value of F_{count} was $0,000 < 0,05$. It means that the better of the that transformational leadership, human resources development, and organizational citizenship behavior, the better of the staff performance of Padang Health Polytechnic. The results of multiple regression calculations were obtained with the following equation = $136,888 + 0,209X_1 + 0,399X_2 + 0,228X_3$. The contribution of transformational leadership, human resources development and organizational citizenship behavior to the performance of the Padang Health Polytechnic staff was 50.6%

V. CONCLUSION

Based on the research result, it can be concluded that:

- 1) transformational leadership significant effect on performance of Padang Health Polytechnic staff.
- 2) The development of human resources significant effect on performance of Padang Health Polytechnic staff.
- 3) Organizational citizenship behavior significant effect on performance of the Padang Health Polytechnic staff.
- 4) Transformational leadership and human resource development significant effect on

performance of the Padang Health Polytechnic staff.

- 5) Transformational leadership and organizational citizenship behavior significant effect on performance of the Padang Health Polytechnic staff.
- 6) Human resource development and organizational citizenship behavior significant effect on performance of the Padang Health Polytechnic staff.
- 7) Transformational leadership, human resource development, and organizational citizenship behavior significant effect on performance of Padang Health Polytechnic staff.

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