



# Improvement of Organizational Citizenship Behavior and Employee Performance Based on Transformational Leadership and Organizational Culture

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**Abstract.** Organizational citizenship behaviour and employee performance are two important things that must be a concern in every organization. Organizational citizenship behaviour is the behaviour of employees in completing work that usually exceeds the SOP. With OCB owned by employees, the performance of an organization can increase. This paper aims to determine the impact of transformational leadership and organizational culture on organizational citizenship behaviour and employee performance. The population in this study were all employees at the General Section of the Regional Secretariat of Jember Regency with a total of 98. The sampling method used the saturated sample method and obtained a total sample of 98 employees. Descriptive analysis is used to describe respondents and research variables. Validity test and reliability test are used as testers for measuring instruments in research. To determine the impact of the independent variable on the dependent variable using Structural Equation Model (SEM) analysis with WarpPLS version 6.0. The results of the analysis show that: transformational leadership has a positive impact on organizational citizenship behaviour; organizational culture variables have an impact on organizational citizenship behaviour; transformational leadership has an impact on employee performance; organizational culture has an impact on employee performance; organizational citizenship behaviour has a positive impact on employee performance at the General Section of the Regional Secretariat of Jember Regency.

**Keywords:** Transformational Leader · Organizational Citizenship Behavior · Employee Performance

## 1 Introduction

Human resources are important assets and act as the main driving factor in the implementation of all agency activities or activities, so they must be managed properly through Human Resource Management (HRM) [1]. Organizational goals can be achieved by employee behavior in the workplace or it can be said by performance as the application

of skills, abilities, and knowledge as a form of contribution to the organization. Organizational goals can be achieved if all employees have a great responsibility for their work. Work that is done well will improve the performance of employees in the company or organization. According to [2] performance is a condition that must be known and confirmed to certain parties to find out the level of achievement of the results of an agency or organization. Another expert opinion, namely [3] said performance is the willingness of a person or group of people to carry out activities or perfect it in accordance with their responsibilities with the results as expected. Performance can also be defined as the work of an employee during a certain period usually within one year about all activities that exist in an organization or agency. Many factors can make an employee's performance increase. Factors include leadership, organizational culture, and organizational citizenship behavior.

Leadership is the ability possessed by a leader to influence others (employees) [4]. According to [5] transformational leadership is able to unite all his subordinates and be able to change the beliefs, attitudes, and personal goals of each subordinate in order to achieve the goals. [6] argues that leadership or leadership is a process of influencing the behavior of others in order to behave as desired.

This leadership is very closely related to the performance of an employee. Leaders who can set examples and good examples, employees will imitate all actions taken by their leaders. A good leader's actions will be imitated by, and vice versa the actions of a bad leader will be imitated as well. Thus, for employee performance in accordance with the company's plans and targets, a leader must be able to provide a good example. Research on leadership and performance has been raised in a study with different objects and different results. Some of the studies include: [7–17] states that leadership has an impact on employee performance. Other research that also discusses the issue of leadership relations with performance, among others, was carried out by: [18–34] the result is that good leadership that gives an example can improve employee performance in a company. There are still some studies that participate in discussing leadership issues with performance are: [7, 8, 12, 35–56] states that leadership affects employee performance. Whereas research stating that leadership has no effect on employee performance is carried out by: [57–61].

Organizational culture is norms that are accepted together and adhered to by the majority of the organization [62]. According to [63], organizational culture is a basic thinking pattern taught to new personnel as a way to feel, think and act correctly from days. According to [64], organizational culture refers to the shared meaning system adopted by members who distinguish the organization from other organizations. This organization will respect the shared meaning system that has been agreed upon by all individuals who are members of the organization. Organizational culture is derived from the behavior that has been carried out and carried out by every company that can improve the performance of its employees. Organizational culture must be determined and practiced to improve the performance of employees in the company or organization. Therefore, the relationship between the culture of organization and employee performance usually goes hand in hand. The results of research on the influence of organizational culture on performance are still inconsistent or the results are still different between one researcher

and another. Research conducted by: [11, 21–24, 40, 53, 60, 65–88] states that organizational culture has an impact on employee performance. The results of research stating that organizational culture has no effect on performance is carried out by: [12, 34, 89].

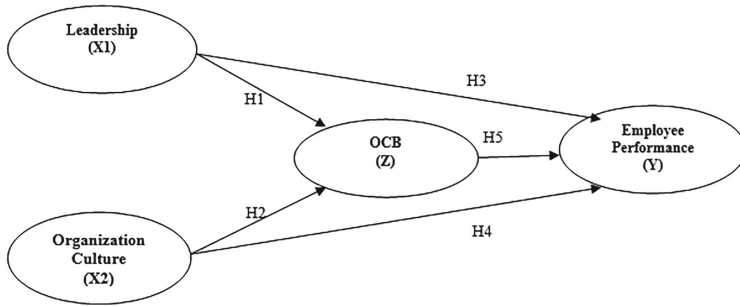
OCB or Organizational Citizenship Behavior usually refers to the behavior of an individual who has a positive impact on his organization where these employees are sheltering. According to [90] the free and spontaneous behavior of individuals produced from the character of a person or the character of work or organization, also comes from relationships with coworkers, subordinates, and superiors. OCB can also increase employee performance. With employees have a good OCB, the performance will be completed in a timely manner. Research on OCB and performance with positive results, among others, was carried out by: [7, 91–110]. While the study stated that OCB had no effect on employee performance was carried out by: [11] and [111].

Very large employee responsibility for his work and sometimes exceeds the specified SOP it can be said that the employee has an OCB (Organizational Citizenship Behavior). OCB or Organizational Citizenship Behavior usually refers to the behavior of an individual who has a positive impact on his organization where these employees are sheltering. According to [112] the free and spontaneous behavior of individuals produced from the character of a person or the character of work or organization, also comes from relationships with coworkers, subordinates, and superiors. Many factors can increase OCB from an employee, including leadership, organizational culture.

Leadership is the ability possessed by a leader to influence others or employees [113]. According to [5] transformational leadership is able to unite all his subordinates and be able to change the beliefs, attitudes, and personal goals of each subordinate in order to achieve the goals. Good leadership is a leadership that can give examples to their subordinates, so that subordinates will work according to SOP and can even exceed SOP. Thus, if the leaders can give a good example, their subordinates will also behave well too. Research on the relationship between leadership and OCB has been carried out a lot of which results still have some controversy. Research on the relationship between leadership and OCB with positive results was carried out by: [114–124].

According to [125] the meaning of organizational culture is a system of shared values, beliefs, and habits that exist in an organization or institution that interact with its formal structure to create norms for the daily behavior of all members. Meanwhile, according to [90], organizational culture can be said as a system of shared meaning held by each member that distinguishes an organization from other organizations. Thus, each organization has a different culture in accordance with mutually agreed terms. Organizational culture is formed in order to support the achievement of organizational goals that can be achieved from the performance of its employees. A good culture that has been mutually agreed upon will encourage employees to work even harder and even exceed the SOPs that have been made. Thus, there is a link between organizational culture and OCB owned by employees. Research that connects organizational culture with employee OCB, among others, is carried out by: [126–140] whose results state that organizational culture can improve employee OCB. Meanwhile research [141] states that organizational culture has no effect on employee OCB.

Based on the theory about the concepts that are used as the basis in this research, namely leadership, organizational culture and OCB as well as employee performance as



**Fig. 1.** Conceptual Framework.

well as the results of previous studies, the hypotheses in this study and the conceptual framework of the study are presented in Fig. 1.

Hypothesis one (H1): If leadership is good, OCB will increase.

Hypothesis two (H2): Organizational culture influences OCB.

Hypothesis three (H3): Leadership has an impact on employee performance.

Hypothesis four (H4): Organizational culture influences employee performance.

Hypothesis five (H5): OCB can improve employee performance.

The General Section of the Jember Regency Secretariat has the function of preparing leadership and general administrative affairs; carry out the financial administration affairs of the regent and deputy regent, regional secretary, assistant and expert staff; carry out official travel for the regent and deputy regent, regional secretariat, assistants and expert staff; carry out the household affairs of the regent and deputy regent as well as the regional secretary; manage part of the regional wealth; preparation of accountability reports on the implementation of tasks. Currently, the community demands excellent service that is carried out by all agencies in the district government. For government organizations such as the General Section of the Jember Regency Secretariat, human resources are an asset that can be optimized to realize good and clean governance. The problems that occur in the General Section of the Jember Regency Secretariat are described as set out in Table 1.

Based on the data presented in Table 1., regarding the identification of problems based on the duties and functions of the General Section of the Regional Secretariat of Jember Regency, it can be seen that it has not yet achieved the expected program realization targets in every aspect of the study contained in the General Section of the Jember Regency Regional Secretariat. Based on the problems found in the research object, namely the OPD performance target has not yet been achieved, and the results of research that there are still inconsistencies between one research and another, the question in this study is how to improve employee performance based on OCB, leadership and organizational culture in the General Section. Regional Secretariat of Jember Regency. Based on theoretical studies and research that has been done and the problems faced by the General Section of the Regional Secretariat of Jember Regency, this paper aims to

**Table 1.** Identification of Common Part Problems Regional Secretariat of Jember Regency.

No	Aspects of Study	OPD Service Problems	100% Realization Target
1	Preparation of administrative affairs for leadership and general administration	Service that is not optimal	90%
		Weak accountability of government performance	85%
2	Implementation of financial administration affairs of the Regent and Deputy Regent, Regional Secretary, Assistant and Expert Staff	There are still external parties who do not support the implementation of the apparatus' duties	80%
3	Implementation of official travel affairs of the Regent and Deputy Regent, Regional Secretary, Assistant and expert staff	Not yet created a good work culture and support the implementation of tasks optimally	90%
4	Implementation of household affairs of the Regent and Deputy Regent, Regional Secretary, Assistant and Expert Staff	Service that is not optimal	80%
5	Management of some regional wealth	Lack of promotion and improvement of service facilities	80%
6	Preparation of accountability reports for the implementation of tasks	Weak accountability of government performance	90%

Source: General Section of the District Secretariat. Jember, 2022

determine the impact of transformational leadership, organizational culture on employee performance OCB at the General Section of the Regional Secretariat of Jember Regency.

## 2 Research and Method

The design of this research cites the opinion [142] which states that understanding is obtained from the evidentiary process developed from knowledge based on the results of solving problems and identifying systematic data with certain analytical techniques. This study uses a descriptive and quantitative approach. The variables of this study were categorized into three types of variables, including exogenous variables, namely transformational leadership (X1), organizational culture (X2), then the intervening variable, namely OCB (Z) and endogenous variables, namely employee performance (Y). The sample in this study used the entire population, namely all employees of the General Section of the Jember Regency Regional Secretariat as many as 98 respondents. Validity test and reliability test to test the research measuring instrument. Hypothesis testing was carried out by SEM analysis with WarpPLS version 6.0.

### 3 Results

#### 3.1 Results of the Analysis of Respondents Characteristic

Based on the results of descriptive statistical analysis, it is known that of the 98 employees as respondents who were sampled, 64.3% or as many as 63 consisted of men and 35.7% or as many as 35 women, which means that the number of male respondents is more than respondents. woman. Based on descriptive statistical calculations based on the education of the employees of the General Section of the Regional Secretariat of Jember Regency, respondents have a master's education qualification of 8.2% or as many as 8 people, respondents have an undergraduate education qualification of 91.8% or as many as 90 people. The results of the calculation on the basis of group obtained the results that the number of respondents who had the rank and class of coach/IVa was 1 person or 1.0%, the number of respondents who had the rank and group of Tk.I/IIIId stylists were 20 people or 20.4%, the number of respondents who have the rank and class of stylist / III c are 28 people or 28.6%, the number of respondents who have the rank and class of TK I / III b is as many as 24 people or 24.5% and the number of respondents. the number of respondents who have the rank and group of Young Arrangers / III a are as many as 25 people or 25.5%.

#### 3.2 Results from Outer Model Evaluation

##### Validity Test and Reliability Test

Based on the results of calculations with WarpPLS version 6.0 which is presented in Table 2, it shows that each value in the cross-loading factor has reached a value above 0.7 with a p value below 0.05. Thus, the convergent validity test criteria have been met (Table 3).

The reliability test uses the value of composite reliability coefficients and Cronbach's alpha coefficients with the criterion value being above 0.7. The results of the reliability test presented in Table 4 show that the questionnaire instrument in this study has met the requirements of the required reliability test.

#### 3.3 Inner Model Evaluation

Research hypothesis testing is done by looking at the path coefficients on each path which is part of the model with path analysis. This hypothesis test examines each path, both direct and indirect effects. The results of the direct influence hypothesis test are presented in Table 5.

**Table 2.** Validity Test Calculation Results.

	X1	X2	Z	Y	Type (a)	SE	P-value
X1.1	0.8080	0.1680	0.1480	-0.1300	Reflect	0.0810	<0.001
X1.2	0.8500	0.1070	0.0040	0.0650	Reflect	0.0800	<0.001
X1.3	0.8750	-0.1260	-0.0180	-0.0840	Reflect	0.0790	<0.001
X1.4	0.8310	-0.1400	-0.1290	0.1490	Reflect	0.0800	<0.001
X2.1	0.2110	0.8150	-0.0540	-0.2290	Reflect	0.0810	<0.001
X2.2	0.1910	0.8480	0.0870	-0.1600	Reflect	0.0800	<0.001
X2.3	0.0780	0.8470	0.0430	0.0280	Reflect	0.080	<0.001
X2.4	-0.1850	0.7660	-0.1780	0.3240	Reflect	0.0890	<0.001
X2.5	-0.4140	0.7570	0.0240	0.1950	Reflect	0.0820	<0.001
Z1	0.1050	-0.2090	0.7990	-0.1460	Reflect	0.0810	<0.001
Z2	0.1810	-0.0630	0.8190	-0.0720	Reflect	0.0810	<0.001
Z3	0.3650	-0.1250	0.7210	-0.0010	Reflect	0.0850	<0.001
Z4	-0.2760	0.2270	0.7770	-0.0560	Reflect	0.0820	<0.001
Z5	-0.3250	0.1590	0.7520	0.2920	Reflect	0.0820	<0.001
Y1	0.2340	-0.1250	0.1140	0.8450	Reflect	0.0800	<0.001
Y2	0.2440	-0.2490	0.0750	0.7930	Reflect	0.0810	<0.001
Y3	0.2100	0.1020	-0.1450	0.7540	Reflect	0.0820	<0.001
Y4	-0.1250	-0.0430	-0.0770	0.7480	Reflect	0.0820	<0.001
Y5	-0.2320	0.2990	-0.1710	0.7050	Reflect	0.0830	<0.001
Y6	-0.4510	0.0730	0.2030	0.7510	Reflect	0.0840	<0.001

**Table 3.** Results of Research Reliability Test.

Variable	Composite Reliability	Cronbach's Alpha
Leadership	0,9060	0,8620
Organization Culture	0,8680	0,8070
OCB	0,8690	0,8100
Employee Performance	0,8860	0,8440

**Table 4.** Value of Direct Effect Path Coefficient.

No	Hypothesis	Path Coefficients	P values	Information
1	Leadership → OCB	0,1610	0,0310	Significant
2	Organization Culture → OCB	0,2090	0,0330	Significant
3	Leadership → Employee Performance	0,1720	0,0360	Significant
4	Organization Culture → Employee Performance	0,2330	0,0080	Significant
5	OCB → Employee Performance	0,338	0,0010	Significant

## 4 Discussion

### 4.1 The Influence of Leadership on OCB

The results of statistical calculations show that the coefficient value for the transformational leadership variable is 0.161 with a p value of 0.031. Thus, the first hypothesis which says that leadership has an effect on OCB is accepted (H1 is accepted) and H0 is rejected. Thus, it can be concluded that transformational leadership has a significant effect on OCB for employees of the General Section of the Jember Regency Regional Secretariat. This could be due to indicators of transformational leadership that have an impact on OCB. The dimensions of leadership are: ideal influence, inspirational motivation, intellectual stimulation and individual consideration. The results of this study are in accordance with the theories that support, while in this study there are significant similarities with previous research conducted by: [114–124] which states that leadership has an effect on OCB.

### 4.2 The Influence of Leadership on OCB

The results of statistical calculations show that the coefficient value for the organizational culture variable is 0.209 with a p-value of 0.033. Thus, the second hypothesis which says that organizational culture has an effect on OCB is accepted (H2 is accepted) and H0 is rejected. Thus, it can be concluded that organizational culture has a significant effect on OCB for employees of the General Section of the Jember Regency Regional Secretariat. This could be due to indicators of organizational culture that have an impact on OCB. The dimensions of organizational culture are: innovation and courage to take risks, attention to details, work results orientation, organization member orientation and team orientation. The results of this research are in accordance with the supporting theories, while in this study there are significant similarities in results with previous research conducted by: [126–140]. While this research is not supported by research [141] states that organizational culture has no effect on employee OCB.

### 4.3 The Effect of Leadership on Employee Performance

The results of statistical calculations show that the coefficient value for the transformational leadership variable is 0.172 with a p-value of 0.036. Thus, the third hypothesis (H3) which says that leadership affects employee performance is accepted (H3 is accepted) and H0 is rejected. Thus, it can be concluded that transformational leadership has a significant effect on employee performance at the General Section of the Jember Regency Regional Secretariat. This could be due to indicators of transformational leadership that have an impact on employee performance. The dimensions of leadership are: task demands, effort or energy, performance, working conditions, use of working time, targets to be achieved and work environment. The results of this study are in accordance with the supporting theories, while in this study there are significant similarities with previous research conducted by: [7, 8, 12, 35–42], which states that leadership has a significant effect on employee performance.



#### 4.4 The Effect of OCB on Employee Performance

The results of statistical calculations show that the coefficient value for the OCB variable is 0.338 with a p value of 0.001. Thus the fifth hypothesis (H5) which says that OCB has an effect on performance is accepted (H5 is accepted) and H0 is rejected. Thus, it can be concluded that OCB has a significant effect on the performance of the employees of the General Section of the Jember Regency Regional Secretariat. This could be due to OCB indicators that have an impact on performance. The results of this study are in accordance with the supporting theories, while in this study there are significant similarities with previous research conducted by: [40, 65–77] which states that OCB has an impact on employee performance.

### 5 Conclusions and Recommendations

Based on the theory and the results of previous research as well as the results of statistical calculations, the conclusions in this study can be described as follows: the first conclusion is that transformational leadership has a positive and significant effect on OCB in the General Section of the Jember Regency Regional Secretariat. The second conclusion is that organizational culture has a positive and significant effect on OCB in the General Section of the Jember Regency Regional Secretariat. The third conclusion is that transformational leadership has a positive and significant effect on the performance of employees of the General Section of the Jember Regency Regional Secretariat. The fourth conclusion is that organizational culture has a positive and significant effect on the performance of the employees of the General Section of the Jember Regency Regional Secretariat. The fifth conclusion is that OCB has a positive and significant effect on the performance of the employees of the General Section of the Regional Secretariat of Jember Regency.

The suggestions that can be given based on the results of the study are as follows: the first suggestion is that the variable that affects the lowest performance is transformational leadership. The leadership of the General Section of the Regional Secretariat of Jember Regency, needs to improve the ability to communicate high expectations, and inspire subordinates to achieve organizational goals because it is the lowest perceived indicator by employees of the General Section of the Jember Regency Regional Secretariat. The second suggestion is that for future research it is recommended to consider other factors that also influence Organizational Citizenship Behavior (OCB) and employee performance such as work culture, and leadership in general. As well as employee motivation. The third suggestion is that further research can also expand the research orientation to a larger scope of organization or a wider population.

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