

## Improving Employee Performance with Structural Empowerment and Transformational Leadership Through Job Satisfaction, Organizational Citizenship Behavior And Interpersonal Trust (Study at PT. BPRS Cileg on Mandiri)

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**ABSTRACT:** This study aims to examine and analyze the effect of structural empowerment and transformational leadership on employee performance mediated by job satisfaction, organizational citizenship behavior and interpersonal trust. This study uses a descriptive quantitative method with a causal approach. The object of this research is PT. BPRS CilegonMandiri uses a sample of 68 respondents. Questionnaire answers were measured using an interval scale of 1 – 10. The data were analyzed using the SmartPLS version 3.29 software. The results of this study stated that: 1). Structural empowerment has an effect on job satisfaction, the acquisition of coefficient values. 2). Structural empowerment has an effect on organization citizenship behavior. 3). Transformational leadership has an effect on interpersonal trust. 4). Transformational leadership has an effect on organization citizenship behavior. 5). Job satisfaction has an effect on organizational citizenship behavior. 6). Interpersonal trust has an effect on organization citizenship behavior. 7). Organizational citizenship behavior has an effect on employee performance. 8). Transformational leadership style has an effect on employee performance. Organizational citizenship behavior can mediate between transformational leadership styles with partial mediation, job satisfaction on employee performance through interpersonal trust and organizational citizenship behavior with partial mediation.

**Keyword:** Structural Empowerment, Transformational Leadership, Job satisfaction, Organizational Citizenship Behavior, Interpersonal Trust, Employee Performance.

### I. INTRODUCTION

Human resources are one of the bases of competitive strength and a key part which means to achieve success in competing for goals. Therefore, HR management for a company or industry is a meaningful matter for public services (Ricardianto, 2018: 1). Human resources or employees are one of the main strengths of the company in an organization and are often referred to as determinants for achieving organizational goals, therefore organizations need high-performing human resources or employees so that they can achieve predetermined organizational goals (Noe et al., 2014: 121).

Employee performance is one of the important work attitudes to be examined and organizations often conduct regular surveys related to employee performance. High employee performance can increase customer loyalty and trust (Supriyanto et al., 2020). Employee performance is an important issue for non-profit and profit organizations, employee performance serves as a benchmark in measuring the achievement of an organization or institution. Performance can be simply expressed as the quality of work or the effectiveness and efficiency of a particular program or activity (Kissi et al., 2020).

One of the factors that can improve performance is good structural power. Structural empowerment is an employee's access to social forms in the workplace that allow them to get work done in a meaningful way. Structural empowerment can be fulfilled in the area of activity through the route of communication, support, data, and energy sources. This situation offers workers the opportunity to contribute in the way of decision-making, assist in managing resources, and participate in the development and growth of their work (Kanter, 1993; Nuvitasari, 2019).

One of the efforts to improve employee performance is with good leadership, organizations need a leadership person who can support the organization in achieving its goals (Abouraia & Othman, 2017). Leadership is a way in which an individual (superior) influences a group of people to achieve a common goal (Northouse, 2018: 9). Transformational leadership is a leadership approach by making efforts to change understanding, arouse enthusiasm and inspire subordinates or groups to make extra efforts in achieving group goals, without feeling pressured or squeezed (Luthan, 2006: 653; Prabowo et al., 2018).

To get optimal company goals is to build high employee job satisfaction. Job satisfaction is an ordinary act to a person's profession, which proves the comparison between the amount of appreciation that employees get and the amount that individuals believe they deserve (Robbins & Judge, 2019: 46). Employees who feel uneasy, under-appreciated, and unable to improve all of their abilities in their duties automatically cannot concentrate fully on their profession. Satisfied employees are basically about employees who have individual characteristics (Jaworski et al., 2018).

In addition to job satisfaction, it can improve employee performance, namely by increasing attitudes, behavior and concern for fellow employees. Organizational citizenship behavior is an attitude that arises on the basis of the wisdom of an employee who is tried in a sincere way and there is no emphasis, this attitude passes through the official impact of his profession in an official way, the factors that influence organizational citizenship behavior appear to be in the industry, among others, because of the presence of a sense of satisfaction in carrying out activities from employees, great commitment and a safe activity area (Nugrahaningtyas, et al., 2017).

Interpersonal trust is a valuable element needed to create and maintain a conducive bond in an organization at work (Simpson, 2007; Mohammed & Kamalanabhan, 2019). As an effort to design, create, and increase employee confidence in management, it is necessary to have rules for managing a good organization, regulated in a participatory manner and side by side between employees and leaders (Widjajanti et al., 2015).

Sharia People's Financing Bank CilegonMandiri is a regionally owned institution based on Regional Regulation no: 7 of 2002 as well as amended by Regional Regulation no: 7 of 2005, and with the Sharia Banking Law the legal form of BPRS CilegonMandiri changed to a Limited Liability Company (PT). Sharia People's Financing Bank CilegonMandiri, hereinafter referred to as "PT. BPRS CilegonMandiri". PT. BPRS CilegonMandiri has the Motto "Together Leads to Independence", as a banking principle to provide participation in the regional economy by accelerating development in the Cilegon City area which is a moral principle in achieving the vision and goals of PT. BPRS CilegonMandiri. Banking institutions also know the importance of implementing business ethics in managing banking institutions that are is expected to produce and improve the point rules of good banking institutions.

PT. BPRS CilegonMandiri as a BUMD owned by the Cilegon City Government has a corporate culture that is very much upholding the values of adab and trust with sharia principles, upholding the application with honesty from an early age with recruitment, and limits by accepting not receiving rewards in any form from customers and friends. work. PT. BPRS CilegonMandiri has clear actions in responding to the reputational risk posed by employees due to attitudes that are not in accordance with customary, ethical, and legal rules and are supported by a real vision and goals. Not only that, the promotion of employees and administrators who want to take up positions must go through a procession of position pledges in words and a recorded statement of 7 attitudes as a code of conduct that must be accounted for with a promise to comply with laws and regulations and banking determination, holding maintain bank and agency secrecy, do not accept gifts in any form depending on obligations and positions, uphold the dignity of the institution and employees, work with sharia principles, be guided consistently by Islamic etiquette in living every day, be responsible for mistakes and violations attempted by PT. BPRS CilegonMandiri, still upholds business ethics that lead to benefits, especially customer satisfaction and all interested managers. The main problem is that employees are less committed to the agency. This can be seen from the small participation of employees in work on work activities and has not been able to complete the weight of activities to achieve agency planning goals. Less than optimal application of employee performance capabilities at PT. BPRS CilegonMandiri lack of understanding of employees, a sense of belonging and deepening of work obligations and existing regulations, in this case the leadership does not pay attention to their subordinates, the leadership lacks motivation and does not pay attention to the needs of employees who support employees in carrying out employee activities so that employees complete their duties and responsibilities as well as skills to complete the tasks that employees have less than the maximum.

Research conducted by (Hairudin et al.,2020), (Kalsoom et al., 2018), (Zeb. A et al., 2018)In his research, the transformational leadership style has a significant effect on employee performance. However, in contrast to the research conducted by (Buil et al., 2019), (Otto, 2018), (Martha et al.,2020), in the results of his research that transformational leadership style has no significant effect on employee performance.

Based on the background description, the phenomenon of business and referring to the research gap from previous studies, there is an inconsistency of research between structural empowerment and transformational leadership on employee performance, therefore intervening organization citizenship behavior, job satisfaction and interpersonal trust variables are needed to bridge (mediate) the influence between structural empowerment

and transformational leadership on employee performance, the research problem formulated is “The role of structural empowerment and transformational leadership can improve organizational citizenship behavior, so as to accelerate the increase in employee performance at PT. BPRS CilegonMandiri”.

## II. LITERATURE REVIEW

### Employee Performance

Performance is a clear attitude that is seen in each individual as a result of activities obtained by employees according to their position in the organization (Gaol, 2014: 273). performance is the result of activities that are achieved individually or in groups, which means that the ability is the final result to be obtained individually or in groups (Sinambela, 2019: 481). Employee performance is an employee who has performed, carried out the role and responsibility to share participation in the creation of an object or service or perform administrative tasks (Robbins & Judge, 2019: 396).

### Structural Empowerment

Empowerment can encourage the formation of initiatives and responses, so that all problems experienced can be resolved quickly and flexibly. Employees can freely finish something without having to tell in advance or feel afraid to respond to their directions (Greasley & Bryman 2008: 5; Asnawi, 2020). Empowerment can encourage the formation of initiatives and responses, so that all problems experienced can be resolved quickly and flexibly. Employees can freely finish something without having to tell in advance or feel afraid to respond to their directions (Fitriati, 2020). Empowerment is an effort that intends to increase the power or energy and expertise of those who are less capable in this case are employees (Hestin, 2020). Empowerment is a way to make employees more capable in solving problems related to the profession (Wibowo, 2016: 349).

### Transformational Leadership

Leadership is the part that leads means at all levels of the group, institution, or industry, the success of a group is determined by its leader because the leader who supervises the group continues and achieves common goals (Insan, 2019: 1). According to (Avolio et al.,2004; Sule & Priansah, 2018: 76) Describes, transformational leadership is observed when leaders support their followers to improve their morals, provide enthusiasm, belief, assumptions and together for group goals. Transformational leadership strengthens the persistence and action of followers and inspires followers in their own needs at a level with industry development (Burns, 1978; Titisari, 2019: 59). With transformational leadership, they can influence their followers to feel full confidence and they are obedient to their superiors and can be motivated to do more than what was initially expected of them (Yukl, 2017: 316).

### Job satisfaction

Job satisfaction is where employees feel satisfied and the sense of fit they expect from the profession in their assigned work, in carrying out the work of satisfied employees is a matter that has an impact on employee performance (Ali & Wardoyo, 2021). Job satisfaction is a feeling that gives positive energy to a profession towards work resulting from the results of the assessment of its work activities, a sense of satisfaction in the activities of being a representative of the actions submitted by employees to the industry (Robbins & Judge, 2019). Job satisfaction is a statement of liking and positive that describes the results of an evaluation of a job or activity experience in its work activities (Locke, 1995; Narwadan, 2021). There are job satisfaction indicators put forward by (Wicaksono & Gazali, 2021) namely the work itself, salary, supervision and promotion.

### Organizational Citizenship Behavior

Organizational Citizenship Behavior is a wise personal attitude that is indirectly recognized by the official appreciation system and by means of accumulated results increasing the effectiveness of an efficient and positive team (Organ et al.,2006; Pio et al., 2018). Organizational citizenship behavior (OCB) is a sincere attitude (extra role behavior) that is not found in professional stories, the automatic attitude of employees without any invitation or order from someone who has a helping nature (Johns, 1996; Fitrio et al., 2019). Organizational citizenship behavior is an activity undertaken by employees outside of their responsibilities, which is to achieve team/group goals for the company (Somech&Oplatka, 2014; Junru, 2019).

### Interpersonal Trust

Interpersonal trust, which refers to the extent to which an employee trusts, and is willing to play a role based on the words, actions, and decisions of others (Allister, 1995: 25; Zhang et al.,2020). Interpersonal trust is an intellectual condition that is willing to accept vulnerability to the actions of others based on expectations if the other party wants to carry out special and meaningful actions for them (Enam, 2007; Lei et al.,2019). Trust is a positive expectation and hope if other people do not want through words, actions and wisdom to act in an opportunistic way. Belief in the team is what people rely on, aiming at cooperation in using the base of strength to maximum ability (Dwika & Adnyani, 2020).

### **Relationship Between Variables**

#### **The Effect of Structural Empowerment on Job Satisfaction**

Research conducted by (Alkahtani et al., 2021), (Choi et al., 2016), (Hestin, 2020) concluded in the results of his research that Structural empowerment has a positive and significant impact on job satisfaction. The better Structural empowerment is applied, the more job satisfaction will increase. From the opinion of the results of the studies above, the authors propose the following hypotheses:

**H<sub>1</sub>: Structural empowerment has a positive and significant effect on job satisfaction.**

#### **The Effect of Structural Empowerment on Organizational Citizenship Behavior**

Research conducted by (Abdulrab et al., 2018), (Ginsburg et al., 2016), (Ghalavi & Nastiezaie, 2020), noted in the results of his research that Empowerment has a positive and significant impact on organizational citizenship behavior. The better structural empowerment is applied, the more organizational citizenship behavior will be. From the opinion of the results of the studies above, the authors propose the following hypotheses:

**H<sub>2</sub>: Structural empowerment has a positive and significant effect on organizational citizenship behavior**

#### **The Effect of Transformational Leadership on Interpersonal Trust**

Research conducted by (Islam et al., 2020), (Jain et al., 2019), (Zhang et al., 2020), concluded in the results of his research that Transformational leadership has a positive and significant relationship with interpersonal trust. The more effective the leader who has a transformational leadership style, the more interpersonal Trsu will be. From the results of the studies above, the authors propose the following hypotheses:

**H<sub>3</sub>: Transformational leadership has a positive and significant effect on interpersonal trust**

#### **The Effect of Transformational Leadership on Organizational Citizenship Behavior**

Research conducted by (Arar & Nasra, 2019), (Nurjanah et al., 2020), (Hutagalung et al., 2020), describes in the results of his research that the style of transformational leadership has a positive influence on organizational citizenship behavior. The more effective the leader who has a transformational leadership style, the more organizational citizenship behavior will increase. From the opinion of the results of the studies above, the authors propose the following hypotheses:

**H<sub>4</sub>: Transformational leadership has a positive and significant effect on interpersonal trust organizational citizenship behavior**

#### **The Influence of Job Satisfaction on Organizational Citizenship Behavior**

Research conducted by (Purnomo, 2019), (Romi et al., 2020), (Junru, 2019), describes in the results of his research that job satisfaction has a positive and significant influence on organizational citizenship behavior. The higher the employee who has job satisfaction, the more organizational citizenship behavior. From the opinion of the results of the studies above, the authors propose the following hypotheses:

**H<sub>5</sub>: Job satisfaction has a positive and significant effect on organizational citizenship behavior**

#### **The Effect of Interpersonal Trust on Organizational Citizenship Behavior**

Research conducted by (Dwika & Adnyani, 2020), (Latupapua et al., 2020), (Fiona & Wijayanti, 2020), stated in the results of his research that Trust has a positive and significant influence on organizational citizenship behavior. The higher the employee who has interpersonal trust, the higher the organizational citizenship behavior. From the opinion of the results of the studies above, the authors propose the following hypotheses:

**H<sub>6</sub>: Interpersonal trust has a positive and significant effect on organizational citizenship behavior**

#### **The Influence of Organizational Citizenship Behavior on Employee Performance**

Research conducted by (Kissi et al., 2020), (Muzakki et al., 2019), (Widodo et al., 2019), (Yuwanda & Pratiwi, 2020) describes in the results of his research that Organizational citizenship behavior has a positive and significant influence on employee performance. The higher the employee who has organizational citizenship behavior, the higher the employee performance. From the opinion of the results of the studies above, the authors propose the following hypotheses:

**H<sub>7</sub>: Interpersonal trust has a positive and significant effect on organizational citizenship behavior**

#### **The Effect of Transformational Leadership Style on Employee Performance**

Research conducted by (Zeb. A et al., 2018), (Indica, 2015), (Ma & Jiang, 2018), stated in the results of his research that the Transformational Leadership Style has a positive and significant effect on employee performance. The higher the leader who has a transformational leadership style, the higher the employee performance. From the opinion of the results of the studies above, the authors propose the following hypotheses:

**H<sub>8</sub>: Transformational leadership has a positive and significant effect on employee performance**



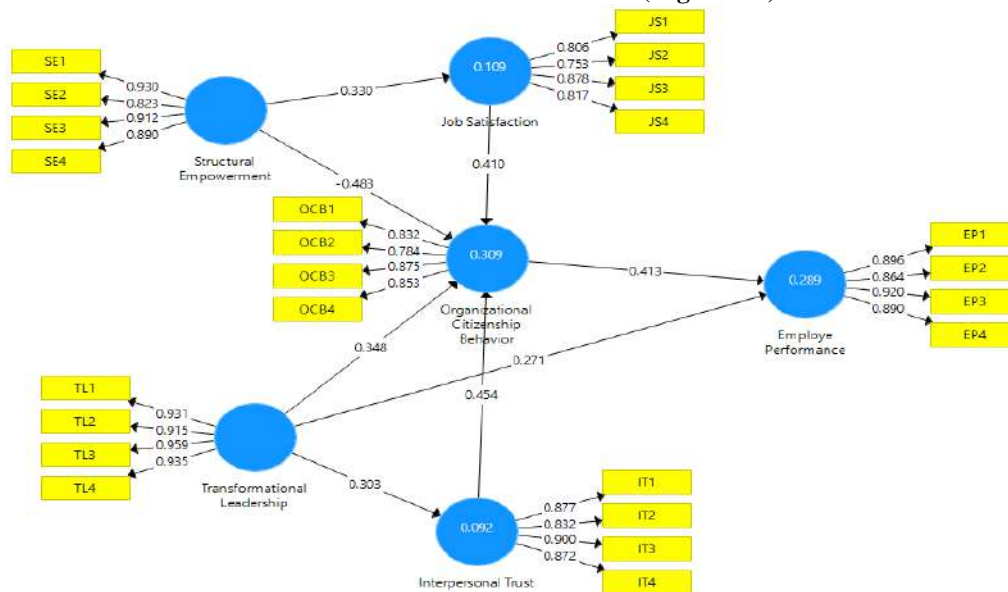
III. RESEASCH METHODS

This study uses a descriptive quantitative method with a causal approach (cause and effect). Descriptive quantitative method with causality approach is information that presents in the form of values or numbers, which is used in explaining various reflections and incidents in connection with the application of impacts, relationships, influences and effects between independent variables on the dependent variable (Ferdinand. A, 2014). Descriptive analysis is an analysis that describes the collection, processing, and presentation and understanding of information in a quantitative or percentage manner that can be presented in the form of tables or diagrams (Sugiono, 2019). The population in this study were employees at PT. BPRS CilegonMandiri which is located at Puruk Street, Jombang Sub-district, Cilegon City has a total of 68 employees. The sample in this study were all employees at PT. BPRS CilegonMandiri has 68 employees. The sampling technique used in this research is saturated sampling by taking all employees because there are less than 100 respondents. The author uses primary data and secondary data. Primary data is data obtained directly from the source, namely employees at PT. BPRS CilegonMandiri by filling out a questionnaire with an interval scale of 1 strongly disagree - 10 strongly agree using the Agre Disagree scale technique. Secondary data is data obtained from the company. The author uses data analysis with smartPLS. PLS is a procedure to replace analysis with Structural Equation Modeling (SEM) with a variance platform (Ghozali. I & Latan. H, 2015).

IV. RESULTS AND DISCUSSION

Before testing the hypothesis, it is necessary to test the validity to show how well an instrument technique or process measures a concept. In this study, the validity test was carried out by looking at the values of convergent validity and discriminant validity. The following are the results of the validity test, which can be seen in the following figure:

Picture 4.1  
PLS Model Estimation Results (Algorithm)



From the picture above, all the variables of each indicator > 0.70 so that it can meet the validity criteria. According to (Ghozali & Latan., 2015: 74) indicators are declared valid if each indicator has a loading factor value > 0.70. In addition to looking at the value of the loading factor, convergent validity can also be seen from the Average Variance Extracted (AVE) value that must be greater than 0.50 (Ghozali & Latan., 2015: 74). In this model, the AVE value of each variable is above 0.50 as shown in the table as follows:

Table 4.1  
Results Average VarianceExtracted (AVE)

Construct Reliability and Validity	
Variabel	Average Variance Extacted
Employee Performance (EP)	0.797
Interpersonal Trust (IT)	0.758
Job Satisfaction (JS)	0.663
Organizational Citizenship Behavior (OCB)	0.701
Structural Empowerment (SE)	0.792
Transformational Leadership (TL)	0.875

Source: SmartPLS 3.29 output processed 2021

From the table above, because there are no problems with convergent validity, a discriminant validity test will be carried out. After testing the validity, then the next is the reliability test. This reliability test is carried out to prove the accuracy, consistency and accuracy of the instrument in measuring variables.

**Picture 4.2**  
**Score Cronbach's Alpha dan Composite Reliability**

Construct Reliability and Validity					
Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted ...	Copy to Clipboard:
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	
Employee Performance	0.915	0.919	0.940	0.797	
Interpersonal Trust	0.894	0.910	0.926	0.758	
Job Satisfaction	0.833	0.854	0.887	0.663	
Organizational Citizenship Behavior	0.857	0.861	0.903	0.701	
Structural Empowerment	0.916	0.965	0.938	0.792	
Transformational Leadership	0.952	0.956	0.965	0.875	

Source: SmartPLS 3.29 output processed 2021

From the picture above, the reliability test results show that Cronbach's Alpha and Composite Reliability of all variables have values above 0.70. Thus it can be concluded that all variables are reliable or meet the reliability test.

**Table 4.2**  
**Score R- Square**

Variabel	R Square	R Square Adjusted
<b>Employee Performance (EP)</b>	0.289	0.267
<b>Interpersonal Trust (IT)</b>	0.092	0.078
<b>Job Satisfaction (JS)</b>	0.109	0.096
<b>Organizational Citizenship Behavior (OCB)</b>	0.309	0.266

Source: SmartPLS 3.29 output processed 2021

From the table above, this result means that employee performance is influenced by 28.9% by organizational citizenship behavior and transformational leadership. For interpersonal trust, it is influenced by 9.2% by transformational leadership. For the job satisfaction variable, 10.9% is influenced by structural empowerment, while the organizational citizenship behavior variable is 30.9% influenced by structural empowerment, transformational leadership, job satisfaction and interpersonal trust.

The results of the hypothesis are accepted if the T statistic value > T table (1.960) or P values < 0.05. The results can be seen in the image below:

**Picture 4.3**  
**Test Results Bootstrapping Direct Effect**

Path Coefficients						
Mean, STDEV, T-Values, P-Val...	Confidence Intervals	Confidence Intervals Bias Co...	Samples	Copy to Clipboard:	Excel Format	R Format
	Original Sampl...	Sample Mean (M)	Standard Deviation ...	T Statistics ( ...)	P Values	
Interpersonal Trust -> Organizational Citizenship Behavior	0.454	0.426	0.168	2.699	0.007	
Job Satisfaction -> Organizational Citizenship Behavior	0.410	0.428	0.120	3.402	0.001	
Organizational Citizenship Behavior -> Employee Performance	0.413	0.396	0.132	3.123	0.002	
Structural Empowerment -> Job Satisfaction	0.330	0.355	0.115	2.873	0.004	
Structural Empowerment -> Organizational Citizenship Behavior	-0.483	-0.476	0.216	2.238	0.026	
Transformational Leadership -> Employee Performance	0.271	0.280	0.108	2.517	0.012	
Transformational Leadership -> Interpersonal Trust	0.303	0.313	0.111	2.714	0.007	
Transformational Leadership -> Organizational Citizenship Behavior	0.348	0.347	0.166	2.094	0.037	

Source: SmartPLS 3.29 output processed 2021

From the picture above, the results of the Bootstrapping test with SmartPLS 3.29 can be explained in the explanation below.

### **The Effect of Structural Empowerment on Job Satisfaction**

The results of this study structural empowerment have a positive and significant effect on job satisfaction. Based on the results of the bootstrapping test with SmartPLS 3.29, the influence of structural empowerment on job satisfaction obtained a T statistic of 2.873 > from T table (1.960) and P values (0.004) < sig (0.05). Thus, it can be concluded that the first hypothesis is accepted which states that structural empowerment has a positive and significant effect on job satisfaction. The better Structural empowerment is applied, the more job satisfaction will increase. The author builds the hypothesis in the previous chapter that can be proven by the results of this study. The results of this study are in line with previous research which states that structural empowerment has a positive and significant influence on job satisfaction. The better Structural empowerment is applied, the more job satisfaction increases(Alkahtani et al., 2021),(Choi et al., 2016),(Abdulrab et al., 2018).

### **The Effect of Structural Empowerment on Organizational Citizenship Behavior**

Structural empowerment has a positive and significant effect on organizational citizenship behavior. Based on the results of the bootstrapping test, the effect of structural empowerment on organizational citizenship behavior obtained the T statistic value of 2.238 > from T table (1.960) and P values (0.026) < sig (0.05). Thus it can be concluded that the second hypothesis is accepted which states structural empowerment on organizational citizenship behavior. Structural empowerment is applied, it will increase organizational citizenship behavior. This research is in line with the results of previous research conducted by(Abdulrab et al., 2018),(Ginsburg et al., 2016), (Ghalavi & Nastiezaie, 2020), which states that structural empowerment has a positive and important influence on organizational citizenship behavior. The better structural empowerment is applied, the more organizational citizenship behavior will be.

### **The Effect of Transformational Leadership on Interpersonal Trust**

Transformational leadership has a positive and significant influence on interpersonal trust. Based on the results of the bootstrapping test of the effect of transformational leadership on interpersonal trust, the value of T statistic is 2.714 > from T table (1.960) and P values (0.007) < sig (0.05). Thus, it can be concluded that the third hypothesis is accepted which states that the transformational leadership style has a positive and significant effect on interpersonal trust. The more effective the leader who has transformational leadership, the more interpersonal trust behavior increases. This research is in line with previous research conducted by(Yue et al.,2019), (Kim & Park, 2019), (Zhang et al., 2020) which states that the transformational leadership style has a positive and significant influence on interpersonal trust. The more effective the leader who has a transformational leadership style, the more interpersonal trust will increase.

### **The Effect of Transformational Leadership on Organizational Citizenship Behavior**

Transformational leadership has a positive and significant influence on organizational citizenship behavior. Based on the results of bootstrapping testing the effect of transformational leadership on organizational citizenship behavior, the T statistic value is 2.094 > from T table (1.960) and P values (0.037) < sig (0.05). Thus, it can be concluded that the fourth hypothesis is accepted which states that transformational leadership has a positive and significant influence on organizational citizenship behavior. The more effective the leader who has a transformational leadership style, the more organizational citizenship behavior will increase. This research is in line with previous research conducted by(Kim & Park, 2019), (Arar& Abu Nasra, 2019), (Hutagalung et al., 2020) which states that the transformational leadership style has a positive and significant influence on organizational citizenship behavior. The more effective the leader who has a transformational leadership style, the more organizational citizenship behavior will increase.

### **The Effect of Job Satisfaction on Organizational Citizenship Behavior**

Job satisfaction has a positive and significant effect on organizational citizenship behavior. Based on the results of the bootstrapping test, the effect of job satisfaction on organizational citizenship behavior was obtained by the T statistic of 3.402 > from T table (1.960) and P values (0.001) < sig (0.05). Thus it can be concluded that the fifth hypothesis is accepted which states that job satisfaction has a positive and significant effect on organizational citizenship behavior. The higher the employee who has job satisfaction, the more organizational citizenship behavior will increase. This research is in line with previous research conducted by(Junru, 2019), (Purnomo, 2019), (Yuwanda & Pratiwi, 2020), which states that job satisfaction has a positive and important impact on organizational citizenship behavior. The higher the job satisfaction perceived by employees, the higher the organizational citizenship behavior.

### **The Effect of Interpersonal Trust on Organizational Citizenship Behavior**

Interpersonal trust has a positive and significant effect on organizational citizenship behavior. Based on the results of the bootstrapping test the effect of interpersonal trust on organizational citizenship behavior, the

value of T statistic is 2.699 > from T table (1.960) and P values (0.007) < sig (0.05). Thus it can be concluded that the fifth hypothesis is accepted which states that interpersonal trust has a positive and significant effect on organizational citizenship behavior. The higher the employee who has interpersonal trust, the more organizational citizenship behavior will increase. This research is in line with previous research conducted by (Dwika & Adnyani, 2020), (Latif, 2019), (Fiona & Wijayanti, 2020) which states that interpersonal trust has a positive and significant influence on organizational citizenship behavior. the higher the employee who has interpersonal trust, the higher the organizational citizenship behavior.

### **The Influence of Organizational Citizenship Behavior on Employee Performance**

Organizational citizenship behavior has a positive and significant effect on employee performance. Based on the bootstrapping test, the effect of organizational citizenship behavior on employee performance resulted in a T statistic of 3.123 > from T table (1.960) and P values (0.002) < sig (0.05). Thus it can be concluded that the seventh hypothesis is accepted which the author states that there is a positive and significant influence between organizational citizenship behavior on employee performance. The higher the employee who has organizational citizenship behavior, the higher the employee performance. This research is in line with previous research conducted by (Supriyanto et al., 2020), (Kissi et al., 2020), (Abrar. U & Isyanto, 2019) which states that organizational citizenship behavior has a positive and important impact on employee performance. The higher the employee who has organizational citizenship behavior, the higher the employee performance.

### **The Effect of Transformational Leadership on Employee Performance**

Transformational leadership has a positive and significant influence on employee performance. Based on the results of bootstrapping testing the effect of transformational leadership employee performance, the T statistic value is 2.517 > from T table (1.960) and P values (0.012) < sig (0.05). Thus, it can be concluded that the eighth hypothesis is accepted which states that transformational leadership has a positive and significant effect on employee performance. The more effective the leader who has a transformational leadership style, the more employee performance behavior will increase. The author builds the hypothesis in the previous chapter that can be proven by the results of this study. The results of this study are in line with previous research which states that transformational leadership style has a positive and significant influence on employee performance, (Kalsoom et al., 2018), (Zeb. A et al., 2018), (Ma & Jiang, 2018).

### **Indirect effect**

It is known that there are four relationships that state whether there is an indirect effect between variables, which can be explained as follows:

**Mediation 1:** the indirect effect of structural empowerment on employee performance mediated by organizational citizenship behavior obtained the original sample coefficient intervals value - 0.199 but has a T statistic value of 2.117 > T table 1.960 and P values 0.035 < 0.05. These results indicate that organizational citizenship behavior is able to mediate the relationship between the influence of structural empowerment on employee performance.

**Mediation 2:** The indirect effect of structural empowerment on employee performance is mediated by job satisfaction and organizational citizenship behavior. The coefficient intervals for the original sample are 0.156 with a T statistic of 2.057 > T table 1.960 and P values of 0.040 < 0.05. These results indicate that job satisfaction and organizational citizenship behavior are able to mediate the relationship between the influence of structural empowerment on employee performance.

**Mediation 3:** The indirect effect of transformational leadership on employee performance is mediated by organizational citizenship behavior. The original sample coefficient value is 0.294 with a T statistic of 3.245 < T table 1.960 and P values 0.000 > 0.05. These results indicate that organizational citizenship behavior is able to mediate the relationship between the influence of transformational leadership on employee performance.

**Mediation 4:** The indirect effect of transformational leadership on employee performance is mediated by interpersonal trust & organizational citizenship behavior. The original sample coefficient value is 0.257 with a T statistic of 2.532 < T table 1.960 and P values of 0.026 > 0.05. These results show that interpersonal trust & organizational citizenship behavior are able to mediate the relationship between transformational leadership and employee performance.

## **V. CONCLUSION**

Based on the results of testing the hypothesis proposed by the author, the following conclusions are obtained:

1. **Hypothesis 1:** states that structural empowerment has a positive and significant effect on job satisfaction at PT. BPRS CilegonMandiri is supported or accepted, meaning that the better structural empowerment is applied, the more job satisfaction increases.



2. **Hypothesis 2:** which states that structural empowerment has a positive and significant effect on organizational citizenship behavior at PT. BPRS CilegonMandiri is supported or accepted, meaning that the better structural empowerment is applied, the more organizational citizenship behavior will be.
3. **Hypothesis 3:** which states that transformational leadership style has a positive and significant effect on interpersonal trust at PT. BPRS CilegonMandiri is supported or accepted, meaning that the more effective a leader who has a transformational leadership style is, the more interpersonal.
4. **Hypothesis 4:** which states that transformational leadership style has a positive and significant effect on organizational citizenship behavior at PT. BPRS CilegonMandiri is supported or accepted, meaning that the more effective a leader who has a transformational leadership style is, the more organizational citizenship behavior will increase.
5. **Hypothesis 5:** which states that job satisfaction has a positive and significant effect on organizational citizenship behavior at PT. BPRS CilegonMandiri is supported or accepted, meaning that the higher the employee who has job satisfaction, the higher the organizational citizenship behavior.
6. **Hypothesis 6:** which states that interpersonal trust has a positive and significant effect on organizational citizenship behavior at PT. BPRS CilegonMandiri is supported or accepted, meaning that the higher the employee who has interpersonal trust, the higher the organizational citizenship behavior.
7. **Hypothesis 7:** which states that organizational citizenship behavior has a positive and significant effect on employee performance at PT. BPRS CilegonMandiri is supported or accepted, meaning that the higher the employee who has organizational citizenship behavior, the higher the employee performance.
8. **Hypothesis 8:** which states that transformational leadership style has a positive and significant effect on employee performance at PT. BPRS CilegonMandiri is supported or accepted, meaning that the higher the leader who has a transformational leadership style, the higher the employee performance.

#### **Managerial Implication Suggestions**

From the conclusion above that structural empowerment and transformational leadership have a positive and significant effect on employee performance so that to improve employee performance it can be done by increasing structural empowerment and transformational leadership directly or through job satisfaction, organizational citizenship behavior and interpersonal trust, the authors provide suggestions with implications management, including the following:

The structural empowerment felt by employees based on the respondents' responses is included in the high category, so it needs to be maintained. Even though it is in the high category, it is still possible to improve again because a small number of respondents still do not feel high structural empowerment, judging from the lowest index value is the indicator of a sense of belonging and a sense of influence so that it needs to be improved again. Things that can be done by the management, in this case the suggestion from the author, is that the company should conduct a more in-depth study of work empowerment in its influence on employee satisfaction so that it can formulate a development model and strategic company policy in the future so that it can achieve company goals more specifically in the field of human resources comprehensively optimal.

Transformational leadership possessed by leaders based on respondents' responses is included in the high category, so it needs to be maintained. Even though it is in the high category, it is still possible to improve it again because a small number of respondents still do not have a high transformational leadership style, judging from the lowest index value, there are charismatic indicators and individual attention so that it needs to be improved again. What can be done by leaders in this case is the author's suggestion, leaders should try to motivate their direct subordinates with their charismatic and individual attention, giving individual consideration to their needs in terms of work.

The job satisfaction variable statistically descriptive shows that it is classified as very high seen from the index results of each indicator, so it needs to be maintained. Suggestions from the author in this case the management should continue to maintain job satisfaction that is currently felt by employees is quite good. In addition, management should create an organizational atmosphere, by creating more comfortable and pleasant conditions to work so that members of the organization can maximize their talents.

Variable organizational citizenship behavior owned by employees descriptively statistically shows that it is classified as very high seen from the index results of each indicator, so it needs to be maintained. Suggestions from the author in this case the management should continue to maintain organizational citizenship behavior that is currently owned by employees is quite good. Suggestions from the author should the management maintain organizational characteristics and characteristics of organizational citizenship behavior owned by employees so that with employees who show high organizational citizenship behavior, they can continue to bring up good behavior and can be an example for other employees.

Interpersonal trust owned by employees based on respondents' responses from descriptive analysis is classified as having a high value seen from each indicator so it needs to be maintained, to maintain it, leaders should create a harmonious work climate starting with greetings when they come to work, building good communication with employees more kinship in the workplace. This will make employees admire their leaders more, because then employees have higher motivation to carry out their duties.

Employee performance based on respondents' responses is included in the high category. Even though they are in the high category, it is still possible to improve again because a small number of respondents still think that they have not shown high performance. Suggestions from the author is that management should give more optimal appreciation/award if employees have contributed to the company so that overall organizational support can be felt by employees.

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