

## The Role of Leadership, Employee Commitment and Organizational Citizenship Behavior on Employee Performance Improvement

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**ABSTRACT :** Employees are important assets in an organization, both government and private organizations. Employee performance is important to get attention for every leader in an organization or agency. This paper aims to determine and analyze the impact of leadership in an organization and employee commitment and OCB in an effort to improve employee performance for employees in the General Secretary's environment. Jember Regency. The population in this study are all employees who have worked in the Regional Secretariat. Regency. Jember which in this case amounted to 98 people, all of whom were used as research samples. To describe the respondent's condition related to gender, age and education and to describe it, descriptive analysis is used. Data validity test and data reliability test were also used to determine whether the questionnaire used was valid and reliable. The developed hypothesis also needs to be tested so that the proposed hypothesis is accepted or rejected, and the tool used is SEM with WarpPLS version 6.0. The results of the first study on the basis of statistical analysis revealed that leadership has an impact on employee performance. The second result is that employee commitment has a positive and significant effect on employee performance in the Sekda environment. Regency. Jember. The last result is that employee organizational citizenship behavior/OCB has a positive effect on employee performance in the General Section of the Regional Secretary. Regency. Jember.

**KEYWORDS:** *leadership; employee commitment; organizational citizenship behavior; employee performance.*

### I. INTRODUCTION

One of the current OPDs in Jember Regency is the General Section of the Jember Regency Secretariat. The General Section of the Jember Regency Secretariat has the obligation to prepare a Strategic Plan (Renstra) as a reference for the administration of government and development which becomes its duties and functions within a period of 5 (five) years. This obligation is a form of implementation to carry out the mandate of laws and regulations based on the need in order to realize a more prosperous, moral, fair, independent and competitive Jember Regency so that it can provide the best service to the community. The Strategic Plan (Renstra) of the General Section of the Jember Regency Secretariat consists of a planning document for a 5 (five) year period. This document contains the vision, mission, objectives, targets, strategies, policies, programs, and indications of development activities accompanied by indications of funding prepared in accordance with their duties and functions which are also aligned with the current Regional Medium Term Development Plan (RPJMD) of Jember Regency. To carry out this activity, competent human resources are needed in their field.

With the rapid development of technology, the public can monitor the performance of the local government through the website, because the local government must continue to improve services to the community in order to provide satisfaction. The public's demands on the need for excellent service need to be balanced with the image of a bureaucracy that has good competence in the field of apparatus professionalism, mastery of communication and understanding of service standard management. Apparatus resources are strategic assets within the framework of the realization of good governance. In carrying out the duties and functions of the General Section of the Jember Regency Secretariat, there are several problems which are described as set out in Table 1.

Table 1. Performance Achievements

No.	Aspects studied	Problems Faced	Target
1.	Leadership and General Administration	Service is not optimal	90,0 %
2.	Administration of Finance	Lack of support from external parties	85,0 %
3.	Business Travel Administration	Work culture is not optimal	90,0 %
4.	Household Administration	Not yet optimall	80,0 %
5.	Pengelolaan Kekayaan Daerah	Lack of promotion and maintenance	80,0 %
6.	Regional Financial Report	Lack of Accountability	90,0 %

Source: General Section of the Jember Regional Secretary, 2022

The data shown in Table 1. shows that there are still problems that occur in the General Section of the Jember Regency Regional Secretariat in the form of not achieving the expected program realization targets in every aspect of the study. Based on the problems contained in the General Section of the Jember Regency Regional Secretariat, it is necessary to have a solution so that services to the community carried out by the government can run optimally by paying attention to aspects of the performance of their human resources.

One thing that needs attention in an organization is the issue of human resources (HR). This is because HR is an important asset and acts as the main driving factor in the implementation of all agency activities or activities, so they must be managed properly (Azhad et al., 2015). Performance can be interpreted as a condition that must be known and confirmed to certain parties to determine the level of achievement of the results of an agency or organization (Mangkunegara, 2018). In order for employee performance to match the expectations of organizational leaders, there are several factors that get attention, namely: leadership, employee commitment, and organizational citizenship behavior.

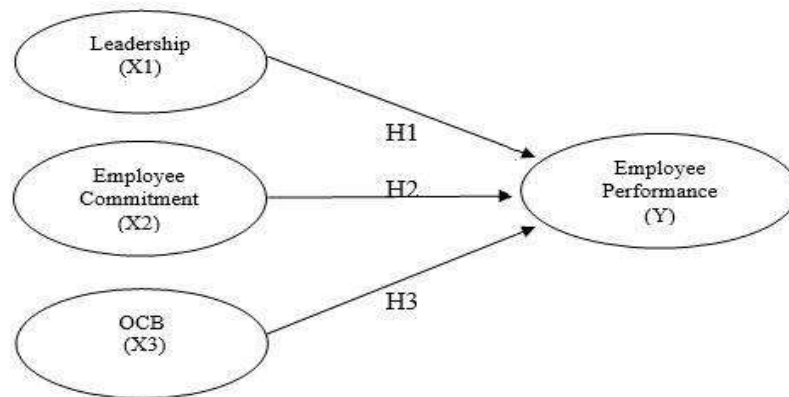
According to (Nurul Qomariah, 2020), the meaning of leadership is the ability of a leader to influence others. According to another opinion, namely from (P. Siagian, 2010)states that leadership is a process of influencing the behavior of others to behave as desired. From the understanding of these 2 (two) experts, it can be concluded that a leader must be able to direct his subordinates by setting a good example. Leaders who set a good example every effort to influence their subordinates will always be followed. Research conducted by: (Chandra et al., 2020), (Priyono et al., 2018), (Abbas et al., 2020)states that leadership can improve employee performance. Study from (Riyadi, 2020), (Nurul Qomariah, Hermawan, et al., 2020) it also turns out that good leadership can affect employee performance. Other research that also discusses the problem of the relationship between leadership and performance is carried out by: (Senjaya & Anindita, 2020), (Nurul Qomariah et al., 2022), (Alamanda et al., 2022), (Syaharudin et al., 2022), (Atikah & Qomariah, 2020)the results of which state that good leadership by example can improve employee performance.

Improved performance can also be caused by the commitment of an organization to its employees. According to (Kreitner & Angelo, 2014), employee commitment is a condition where employees are very interested in the goals, values, and goals of the organization where they work. This means that employee commitment is not just a formal membership, because it includes an attitude of liking the organization and a willingness to strive for a high level of effort for the benefit of the organization in order to achieve goals. Understanding employee commitment can also be interpreted as an employee's decision to continue his membership in the organization wholeheartedly accept the goals of the organization and make the best contribution to the progress of the organization (Luthans, 2014). Employees who have a strong commitment to the development of their organization then all tasks assigned to them will be completed immediately. Thus, if employees have a strong commitment, the employee's performance will be good. Research conducted by: (Parinding, 2017), (Frismandiri, 2007), (Uniati, 2014), (Arinaldi et al., 2017), (Mastur, 2021), (Nainggolan et al., 2020)states that good commitment from employees affects performance. While research (Hermawan, 2012) states that commitment has no impact on employee performance.

The achievement of employee performance in an organization can also be caused by the existence of organizational citizenship behavior from its employees. OCB behavior usually refers to the behavior of an employee in an organization that will have a positive impact on all members of an organization (Robbins & Judge, 2011). The character of someone who is spontaneous and free which can have a positive impact on the organization which is also related to the relationship between coworkers, subordinates and also superiors (Organ et al., 2006). Employees who have good OCB behavior then all work matters will always be done very well. Research by: (Hidayah & Harnoto, 2018), (Vipraprastha et al., 2018), (Chandra et al., 2020), (Setyowati et al., 2021), (Lestari & Ghaby, 2018)states that OCB has an effect on employee performance.

Based on the theory about the concept of leadership in relation to performance, employee commitment to performance and OCB which is associated with performance and also the results of previous studies, the researchers developed a hypothesis in this study and developed a conceptual framework (Figure 1). The first hypothesis (H1): Leadership has an influence on employee performance. The second hypothesis (H2): Employee commitment has an influence on employee performance. Third hypothesis (H3): OCB has an influence on employee performance.

Figure 1. Conceptual Framework



Based on the research hypotheses that have been developed, this research has the first objective, namely to analyze and determine the influence of leadership on employee performance. The second objective is to analyze and determine the effect of employee commitment on employee performance, while the third objective is to analyze and determine the effect of OCB on employee performance at the General Section of the Jember Regency Secretariat.

**II. RESEARCH METHODS**

This research is a research that uses descriptive analysis approach and inductive analysis. Descriptive approach is used to determine the description of the respondents and research variables. The inductive approach is used to determine the results of the development of existing hypotheses. The variables used consist of 2 (two) kinds of variables, namely the independent variable (leadership, employee commitment and OCB) and the dependent variable, namely employee performance. The population is all employees of the General Section of the Regional Secretariat of Jember Regency as many as 98 respondents, all of which are used as research respondents. The measuring instrument was tested using validity and reliability tests. SEM analysis with WarpPLS version 6.0. used to test the research hypothesis.

**III. RESULTS AND DISCUSSION**

**Statistical Analysis Results Description**

**Table 2: Characteristics of Respondents**

Characteristics	Variable Characteristics	Number	%
Gender	Male	63	64
	Female	35	36
Education	Bachelor /S1	90	92
	Magister/S2	8	8
Group	Group IVa	1	1
	Group IIIId	20	20
	Group IIIc	28	29
	Group IIIb	24	24
	Group IIIa	25	26

Based on the data in Table 1, there are 63 male respondents (64%) and 35 female respondents (36%). Based on the level of education, the number of respondents with undergraduate education is 90 (92%) and respondents with master's education are 8 (8%). Based on the group in the position, it is known that respondents with Group IVa are 1 person (1%), respondents with Group IIIId are 20 people (20%), respondents with Group IIIc are 28 people (29%), respondents with Group IIIb are 24 people (24%), and respondents with Group IIIa as many as 25 people (26%).

### Outer Model Evaluation Analysis Results Validity Test Results and Research Reliability Test Results

**Table 2. Validity Test Calculation Results**

	X1	X2	Z	Y	Type (a)	SE	P-value
X1.1	0.81	0.17	0.15	-0.13	Reflect	0.08	<0.001
X1.2	0.85	0.11	0.01	0.07	Reflect	0.08	<0.001
X1.3	0.88	-0.13	-0.02	-0.08	Reflect	0.08	<0.001
X1.4	0.83	-0.14	-0.13	0.15	Reflect	0.08	<0.001
X2.1	0.21	0.82	-0.05	-0.23	Reflect	0.08	<0.001
X2.2	0.19	0.85	0.09	-0.16	Reflect	0.08	<0.001
X2.3	0.08	0.85	0.04	0.03	Reflect	0.08	<0.001
X2.4	-0.19	0.77	-0.18	0.32	Reflect	0.09	<0.001
X2.5	-0.41	0.76	0.02	0.20	Reflect	0.08	<0.001
X3.1	0.11	-0.21	0.80	-0.15	Reflect	0.08	<0.001
X3.2	0.18	-0.06	0.82	-0.07	Reflect	0.08	<0.001
X3.3	0.37	-0.13	0.72	-0.01	Reflect	0.09	<0.001
X3.4	-0.28	0.23	0.78	-0.06	Reflect	0.08	<0.001
X3.5	-0.33	0.16	0.75	0.29	Reflect	0.08	<0.001
Y1.1	0.23	-0.13	0.11	0.85	Reflect	0.08	<0.001
Y1.2	0.24	-0.25	0.08	0.79	Reflect	0.08	<0.001
Y1.3	0.21	0.10	-0.15	0.75	Reflect	0.08	<0.001
Y1.4	-0.13	-0.04	-0.08	0.75	Reflect	0.08	<0.001
Y1.5	-0.23	0.30	-0.17	0.71	Reflect	0.08	<0.001
Y1.6	-0.45	0.07	0.20	0.	Reflect	0.08	<0.001

Based on the results presented in Table 2, it shows that the cross loading factor value has a value above 0.7 and below 0.05. It can be concluded that the criteria for testing the validity of the measuring instruments used have met the required criteria.

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

Variable of Research	Composite Reliability	Cronbach's Alpha
Leadership	0,91	0,86
Employee Commitment	0,90	0,84
OCB	0,87	0,81
Employee Performance	0,89	0,84

Based on Table 3, it is known that the composite reliability coefficients and Cronbach's alpha coefficients used as reliability test criteria of all the variables used in this study, namely the leadership, employee commitment, OCB and employee performance variables have values above 0.7. It can be concluded that the reliability test in this study has met the requirements.

### Inner Model Evaluation Research Hypothesis Test Results

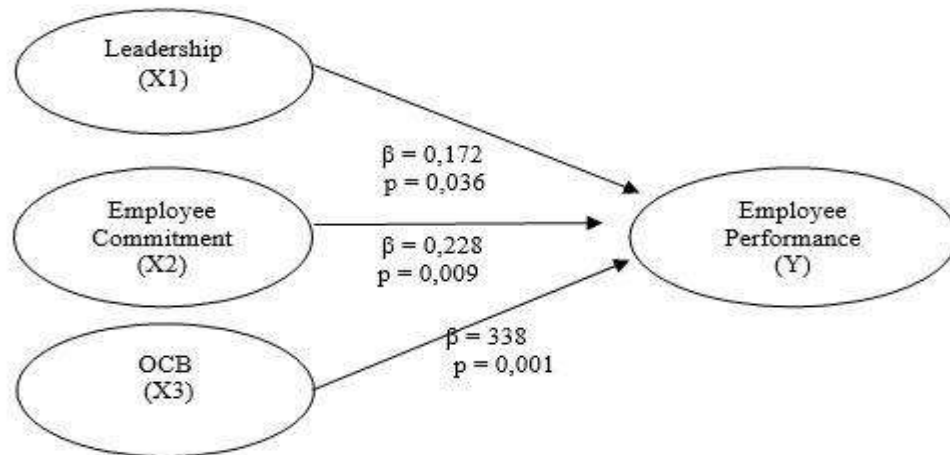
**Table 5. Value of Direct Effect Path Coefficient**

No	Hypothesis	Path Coefficients	Pvalues	Remarks
1.	Leadership → Employee Performance	0,172	0,036	Supported
2.	Employee Commitment → Employee Performance	0,228	0,009	Supported
3.	OCB → Employee Performance	0,338	0,001	Supported

Based on Table 4, it can be seen that the leadership variable has a coefficient value of 0.172 and a significance value of 0.036, which means that leadership has an effect on employee performance. The employee commitment variable has a coefficient value of 0.228 and a significance value of 0.009, which means that employee commitment affects employee performance. The OCB variable has a coefficient value of 0.338 and a significance value of 0.001, which means that OCB has an effect on employee performance. Of the three

variables (leadership, employee commitment, and OCB) that determine employee performance, the one with the largest coefficient is the OCB variable. The coefficient values of the results of the analysis of the influence of leadership, employee commitment, and OCB on employee performance are presented in Figure 2.

Figure 2: Hypothesis Results



#### IV. DISCUSSION

##### The Influence of Leadership in Organizations on Employee Performance

The results of statistical analysis show that leadership has a significant influence on employee performance at the General Section of the Jember Regency Regional Secretariat. This shows that the first hypothesis (H1) which states that leadership affects employee performance is accepted (H1 is accepted) and H0 is rejected. According to (Nurul Qomariah, 2020), leadership is the ability that a person has in influencing someone in an organization (employees/employees). If the leader can influence and invite employees to carry out their duties well, the employees will carry out the assigned tasks well. Thus leaders must be able to set a good example for their subordinates or employees in an organization. This research is supported by research conducted by: (Kurniawan et al., 2021), (N. Qomariah, Friyanti, et al., 2020), (Nurul Qomariah, Hermawan, et al., 2020), (Priyono et al., 2018), (Chandra et al., 2020), (Paais & Pattiruhu, 2020), (Antoro, 2014), (Alhudhori et al., 2019), (Utarindasari & Silitonga, 2021), (Panjaitan & Kristiana, 2019), (Guterres et al., 2014), (Simbolon, 2017), (Pratiwi, 2016), (Afrizal, 2016), (Siagian, 2018), (Bonaparte do Rêgo et al., 2017), (Iman & Lestari, 2019), (Sappe et al., 2016), (Fonseca & Costa, 2020), (Paracha et al., 2012), (Pancasila et al., 2020), (Wijayanti & Meftahudin, 2016), (Harahap, 2016), (Riyadi, 2020), (Fikri & Setiawati, 2021), (Sugiyatmi et al., 2016), (Vidianingtyas & Putri, 2014), (Kurniawati & Tobing, 2019), (Andriani et al., 2018), (Abbas et al., 2020), (Listiani et al., 2020), (Ayuningtyas & Utami, 2019), (Hadiana & Maya Sari, 2019). While the research that is not in line with the results of the study is carried out by (Nurul Qomariah, 2012), (Hasibuan, 2019).

##### The Effect of Employee Commitment on Employee Performance

The results of statistical analysis show that employee commitment has a significant effect on employee performance at the General Section of the Jember Regency Regional Secretariat. This shows that the second hypothesis (H2) which states that employee commitment affects employee performance is accepted (H2 is accepted) and H0 is rejected. According to (Kreitner & Angelo, 2014), employee commitment is a condition where employees are very interested in the goals, values, and goals of the organization where they work. Employees who have and are interested in the goals and values that apply to the organization where they work usually have the behavior to complete the work as assigned to them. Thus the employees will perform well. This research is in line with research conducted by : (Nainggolan et al., 2020), (Mastur, 2021), (Arinaldi et al., 2017), (Sembiring & Winarto, 2020), (Parinding, 2017), (Parinding, 2017), (Frismandiri, 2007) the results of which state that employee commitment has a positive and significant effect on employee performance. While the research that is not in line with the results of the study is carried out by (Hermawan, 2012).

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

The results of statistical analysis indicate that OCB has a significant influence on employee performance at the General Section of the Jember Regency Regional Secretariat. This shows that the third hypothesis (H3) which states that OCB has an effect on employee performance is accepted (H3 is accepted) and H0 is rejected.



Thus the conclusion that can be explained is that OCB has a positive and significant influence on the performance of the employees of the General Section of the Jember Regency Regional Secretariat. According to (Robbins & Judge, 2011) individual behavior that is free and spontaneous resulting from a person's character or the character of his job or organization, also comes from relationships with colleagues, subordinates, and superiors. Employees who have good working relationships with colleagues, superiors and subordinates spontaneously and run naturally, are usually always happy with the work being carried out. This will improve the performance of employees in an organization. This research is in line with research that has been done by: (Achmad, 2016), (Ojo, 2009), (Rantesalu et al., 2017), (Giri et al., 2011), (Messner, 2013), (Saban et al., 2020) which states that OCB has an effect on employee performance. Other studies that also link OCB with performance have positive results, namely: (Rina & Perdana, 2017), (Adha et al., 2019), (Wambugu, 2014), (Safitri, 2022), (Manggis et al., 2018), (Ikhsan, 2016), (Sangadji, 2009), (Antoro, 2014), (Setyowati et al., 2021) states OCB has an effect to employee performance.

## V. CONCLUSIONS AND RECOMMENDATIONS

On the basis of statistical results and also on the basis of previous research that has been carried out, the conclusions that can be described are as follows: 1) Leadership has a positive and significant effect on the performance of employees of the General Section of the Regional Secretariat of Jember Regency. 2) Employee commitment in an organization has a positive and significant impact on the performance of employees of the General Section of the Jember Regency Regional Secretariat. 3) OCB owned by employees has a positive and significant effect on the performance of employees of the General Section of the Jember Regency Regional Secretariat.

While the suggestions that can be submitted in this study are as follows: 1) Among the variables that have the greatest influence is the OCB variable. Thus, the leadership in the General Section of the Jember Regency Regional Secretariat must continue to foster employees so that the OCB owned by the employees is maintained and if possible it must be improved again. 2) The leadership variable has the lowest coefficient among the 3 (three) variables used in this study. This needs to get serious attention so that future leadership has the lowest influence. 3) For future research, it is necessary to add respondents so that the results are even better, and also to add other variables such as job satisfaction and work discipline.

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