

# THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB), ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE OF PT. TASPEN BRANCH LHOKSEUMAWE CITY

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## Abstract

Good human resource management is the key to the success of an organization in achieving its goals. At PT. Taspen Branch of Lhokseumawe City, it was found that there were challenges in efforts to improve employee performance. Some employees showed a decrease in productivity even though they were in a stable position. Based on temporary observations, it can be concluded that the low performance of employees at PT. Taspen Branch of Lhokseumawe City was influenced by the ineffectiveness of transformational leadership, low recognition of Organizational Citizenship Behavior (OCB), and weakening organizational commitment. The purpose of this study was to see the effect of transformational leadership, Organizational Citizenship Behavior (OCB), and organizational commitment on employee performance at PT. Taspen Branch of Lhokseumawe City. This type of research uses a quantitative method, data collection using a questionnaire containing questions and statements by distributing it to the employees concerned at PT. Taspen Branch of Lhokseumawe City. The scoring technique uses a Likert scale. This research was conducted at PT. Taspen Branch of Lhokseumawe City with a total of 62 respondents, where the sampling in this study used saturated samples, where all populations were sampled so that the number of samples in this study was 62 respondents. This study used multiple linear regression analysis with the SPSS (Statistical Program for Social Science) program. The results of this study indicate that transformational leadership, Organizational Citizenship Behavior (OCB), and organizational commitment have a positive and significant influence on employee performance at PT Taspen Branch of Lhokseumawe City. This shows that the transformational leadership style applied by superiors, good implementation of OCB, and strong and positive organizational commitment contribute significantly to improving employee performance.

**Keywords:** *transformational leadership, Organizational Citizenship Behavior (OCB), organizational commitment, employee performance.*

## INTRODUCTION

Human resource (HR) planning is a crucial element in managing a modern organization. In the era of globalization and increasing competition, the role of HR planning is very important to ensure the success and sustainability of the organization. Through a deep understanding of the needs and potential of the HR owned, companies can formulate effective strategies to improve employee performance and achieve organizational goals more efficiently. (Grace et al., 2024). Human resources are one of the factors for an organization's success in business competition because human resources determine effectiveness. (Manoppo, 2020).

Human resources are an important aspect of an organization's success in business because they are largely a guarantee of efficiency. Human resource procedures also ensure the quality of the organization; one of the behaviors when leaving the organization due to one or more causes. The cycles in an organization are often interrelated and can be resignations, dismissals, or deaths of members of the organization (Toshpulatov, 2022).

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Employees and agencies or organizations are two elements that are closely related. Employees have a primary role in carrying out various activities within the organization, while agencies function as a place for employees to carry out daily tasks. Based on this relationship, an agency needs to make employees strategic partners in achieving the goals that have been set. Conversely, employees will also strive to provide the best performance to support the agency in realizing the expected goals. (Nuraidah, 2021).

PT Dana Tabungan dan Asuransi Pegawai Negeri (Persero) or abbreviated as PT TASPEN (PERSERO) has become an inseparable part of the long journey of the history of civil servants in Indonesia for the role given by the Government of the Republic of Indonesia in organizing the Civil Servant Social Insurance Program (PNS) consisting of the Civil Servant Pension Program (PNS) and Old Age Savings (THT) with the aim of improving the welfare of Civil Servants when they reach retirement age. (Taspen.co.id, 2024).

Good human resource management is the key to an organization's success in achieving its goals. This can be seen from the positive relationship between leaders and employees, the creation of strong organizational commitment, and work behavior that supports the sustainability of the company. (Suhakim & Badrianto, 2021) states that effective leadership is able to influence employee behavior by creating harmonious relationships and open communication, so that it can encourage the creation of Organizational Citizenship Behavior (OCB), namely voluntary employee behavior that goes beyond their formal duties.

Supportive leadership not only increases employee loyalty, but can also improve employee performance. When employees feel supported by their leaders, they are more motivated to contribute optimally and demonstrate OCB behaviors such as helping coworkers, taking initiative, and maintaining a conducive work environment. In addition, (Yuzalmi et al., 2023) added that employees who receive attention from management through good leadership tend to have higher levels of organizational commitment, thereby improving employee performance. Leadership style is a method used by a leader to influence the behavior of his subordinates, where this leadership style aims to guide and motivate employees so that it is hoped that it will result in high productivity. (Suhakim & Badrianto, 2021).

Organizational Citizenship Behavior (OCB) has a significant impact on the organization and coworkers beyond the formal job responsibilities that employees usually perform. (Rudi, 2024). Organizational Citizenship Behavior (OCB) voluntary individual behavior that is not recognized by the reward system contributes to the effective functioning of the organization. OCB has been investigated by researchers because it has been found to be beneficial for a variety of organizational outcomes. (Sajid Masood et al., 2020). Research conducted by (Rudi, 2024) argues that OCB has an impact on employee performance.

Affective commitment is an emotional feeling towards an organization and a belief in the values contained within it. Normative commitment is a feeling of obligation to remain in an organization or company because it is a must, that action is the right action that can be done and must be done. (Nanda et al., 2021) When someone in an organization has a strong organizational commitment, it makes the members of the organization responsible for their work so that they will provide good work results, which in the end will also provide satisfaction with the results of their work. (Toshpulatov, 2022). organizational commitment is the most important determining factor of employee performance. (Setiaji & Djastuti, 2018).

Performance is a manifestation of work carried out by employees which is usually used as a basis for assessing employees or organizations, so efforts need to be made to improve performance. (Trisnaning Cahyandani, 2021). However, in reality, many organizations face challenges in improving employee performance optimally. This problem is often caused by unclear work goals, work standards that have not been fully implemented, inadequate employee competencies, and lack of motives or work motivation from individuals. Unclear work goals make it difficult for employees to understand the priorities and directions that the organization wants to achieve. In addition, inconsistent or unmeasurable work standards can hinder the achievement of expected results. On the other hand, competencies that are not yet optimal are often an obstacle to completing work effectively. Finally, weak work motives can reduce employee enthusiasm and productivity in providing the best contribution to the organization. (Putra et al., 2022).

At PT. Taspen Branch of Lhokseumawe City, it was found that there were challenges in efforts to improve employee performance. Several employees showed a decrease in productivity even though they were in a stable position. Several employees expressed that the leadership style applied by the current management was less able to motivate them to give their best performance. Some of them felt that communication and support from their superiors were not in line with their needs, resulting in dissatisfaction that had an impact on their work results. Although some employees volunteer

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to perform tasks outside their formal responsibilities (OCB), many of them feel that these extra contributions are not properly recognized by the company. This leads to feelings of being unappreciated, which then has an impact on declining morale and productivity. In addition, there are indications that employee organizational commitment is starting to decline. Some employees feel that the company's vision and mission are no longer in line with their personal values, resulting in decreased loyalty and negatively impacting their performance.

Based on temporary observations, it can be concluded that the low employee performance at PT. Taspen Branch of Lhokseumawe City is influenced by the ineffectiveness of transformational leadership, low recognition of Organizational Citizenship Behavior (OCB), and weakening organizational commitment. Therefore, this study aims to explore in more depth the influence of these three factors on employee performance, as well as find solutions to improve performance in this company.

Of the many factors that cause low employee performance, among them are transformational leadership style, Organizational Citizenship Behavior (OCB), and organizational commitment as variables that affect employee performance levels. With this phenomenon, it is a problem faced by this organization. The reason is, they consider employees to be company assets. However, if employee performance continues to decline or is not optimal, it will basically harm the company as a whole.

## LITERATURE REVIEW

### **Relationship between Transformational Leadership and Employee Performance**

transformational leadership is used by leaders to inspire their employees through a vision with a sense of acceptance to expand and enhance the interests of their employees by fostering awareness and acceptance of collective interests and interests for the employees themselves. The emergence of transformational leadership is due to a lack of models from previous leadership.(Kristiawan, 2020).Transformational leaders are able to inspire, motivate, and guide employees to achieve higher performance.

Performance is the result of an employee's work during a certain period compared to various possibilities, such as standards, targets, or other criteria that have been determined in advance by the company and have been agreed upon together. So it can be concluded that performance is a comparison of an employee's work results with certain standards in a company or agency.

### **ConnectionOrganizational Citizenship Behaviorwith Employee Performance**

The success of an industry is not only determined by employee behavior that is set according to their job description (in-role behavior), but also employee behavior that is outside their job description (extra-role behavior). OCB can also be explained as behavior that goes beyond the demands of the task. Therefore, many companies want their employees to have OCB.(Nanda et al., 2021).

Performance is the work results that can be achieved by employees, both individuals and groups, in an organization, in accordance with the authority and responsibility given by the organization in achieving the vision, mission and goals of the organization with the ability to solve problems according to the specified time and without violating the law.(Rudi, 2024).

### **Relationship between Organizational Commitment and Employee Performance**

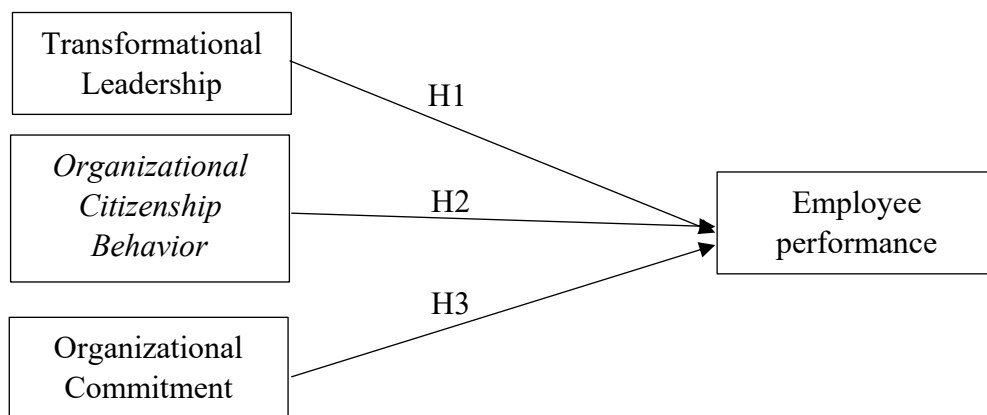
Organizational commitment as an attitude that reflects employee loyalty to the organization and a continuous process where members of the organization express their concern for the organization and its continued success and progress. Employees who have a high commitment to the organization will accept all tasks or jobs with responsibility. Organizational commitment is seen as a value orientation towards the organization that shows that individuals think very much about and prioritize their work and organization. Individuals will try to give all the effort they have in helping the organization achieve its goals(Setiaji & Djastuti, 2018). The higher the organizational commitment, the more likely it is that employees will remain in the organization and will always improve their performance.

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## Conceptual Framework

The conceptual framework is a framework of the relationship between concepts to be studied and measured through the research to be conducted. The conceptual framework is a description of the research to be conducted and provides a strong foundation for the chosen topic and is adjusted to the problem that occurs.



Picture1 Conceptual Framework

## Hypothesis Testing

H1 :Transformational Leadershiphave an impact onemployee performance of PT. Taspen Lhokseumawe City Branch employees.

H2 :*Organizational Citizenship Behavior* have an impact onemployee performance of PT. Taspen Lhokseumawe City Branch employees.

H3 :Organizational Commitmenthave an impact onemployee performance of PT. Taspen Lhokseumawe City Branch employees.

## METHOD

The object of this research is employeesPT. Taspen Branch of Lhokseumawe Citywhich coverTransformational Leadership,*Organizational Citizenship Behavior* AndOrganizational CommitmentonPT. Taspen Lhokseumawe City Branch employees. The location of the research conducted in this studyPT. Taspen Lhokseumawe City Branch located on Jln Merdeka Timur, Lhokseumawe. According to Sekaran and Bougie (2016) population is defined as all groups of individuals, events, or interesting things that a researcher wants to study. Based on this opinion, the population that will be taken in this study isPT. Taspen Lhokseumawe City Branch employeeestotaling 62 employees.

According to Sugiyono (2018:81), a sample is part of the number and characteristics of the population. Samples taken from the population must be truly representative. The criteria for respondents selected in this study were employees from the company.PT. Taspen Branch of Lhokseumawe City. In the sample there is a technique in data collection, the sampling technique used in this study is by using non-probability sampling. According to Sugiyono (2018:84) non-probability sampling is a sampling technique that does not provide equal opportunities or chances for each element or member of the population to be selected as a sample. Researchers use non-probability samples with a saturated sampling category (census) which is a sampling technique that makes all members of the population a sample. So the number of samples in this study was 62 people.

## RESULTS AND DISCUSSION

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## Data Normality Test Results

Based on the results of the data normality test using the one sample kolmogorov smirnov test, it shows that the asymp. sig value obtained is 0.200 or greater than the significance level value used, namely 0.05 ( $0.200 > 0.05$ ). Therefore, it can be concluded that the data in the study are normally distributed.

## Heteroscedasticity Test Results

The results of the heteroscedasticity test show that the points are evenly spread in heteroscedasticity above and below the number 0 on the Y axis. In addition, the points do not form a particular pattern, so it can be concluded that there are no symptoms of heteroscedasticity in this study.

## Multicollinearity Test Results

1. VIF values for variables Transformational Leadership (KT) is  $1.050 < 10$  and the tolerance value is  $0.953 > 0.10$  so that Transformational Leadership stated that there is no multicollinearity.
2. VIF values for variables OCB (OCB) of  $1.041 < 10$  and the tolerance value is  $0.960 > 0.10$  so that OCB is declared to have no multicollinearity.
3. The VIF value for the Organizational Commitment (OC) variable is  $1.027 < 10$  and the tolerance value is  $0.973 > 0.10$  so that organizational commitment is stated to have no multicollinearity.

## Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	14,497		11,879	0,000
	X1	0.364	0.355	6,583	0,000
	X2	0.354	0.354	5,139	0,000
	X3	0.333	0.240	3,519	0.001

a. Dependent Variable: TotalY

It can be seen that the constant value (a) is 14,497 and the regression coefficient value for variable X1 is 0.364, X2 is 0.354, and X3 is 0.333. The constant values and regression coefficients are then entered into the multiple linear regression equation as follows:

$$Y = 14,497 + 0.364X_1 + 0.354X_2 + 0.333X_3$$

From the multiple linear regression equation above, it can be explained that the independent variables have an influence on the dependent variable. Here is a description of each regression coefficient:

1. The constant value obtained is 14.497, which means that the better transformational leadership, Organizational Citizenship Behavior and organizational commitment, the better employee performance at PT Tespen, Lokseumawe City branch.
2. The coefficient value obtained by transformational work leadership is 0.364, which means that if transformational leadership increases by 1%, employee performance at PT Tespen, Lokseumawe City branch will increase by 0.364.
3. The coefficient value obtained by the Organizational Citizenship Behavior work is 0.354, which means that if Organizational Citizenship Behavior increases by 1%, employee performance at PT Tespen, Lokseumawe City branch will increase by 0.354.
4. The coefficient value obtained by organizational commitment is 0.333, which means that if organizational commitment increases by 1%, employee performance at PT Tespen, Lokseumawe City branch will increase by 0.333.

## The Influence of Transformational Leadership On Employee Performance

Transformational leadership (X1), the research results show that transformational leadership has a positive and significant t-value, with a significant value that is smaller than the specified limit. This means that transformational

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leadership has a positive and significant effect on Employee Performance. Therefore, the hypothesis that states that transformational leadership has a significant influence on Employee Performance (H1 is accepted). These results confirm the importance of transformational leadership in creating a work environment that supports employee performance improvement. Respondents revealed that statements related to the leader's ability to provide inspiration, motivation, and attention to individual needs had a high average score. Employees feel that when leaders are able to provide clear direction, build trust, and motivate the team to achieve common goals, they are more motivated to work optimally and provide the best contribution to the company. This is supported by research conducted (Nanda et al., 2021), (Kristiawan, 2020), that transformational leadership has a positive effect on employee performance.

## The Influence of Organizational Citizenship Behavior On Employee Performance

*Organizational Citizenship Behavior* (X2), the research results show that Work Discipline has a positive and significant t-value, with a significant value that is smaller than the specified limit. This means that *Organizational Citizenship Behavior* has a positive and significant effect on Employee Performance. Therefore, the hypothesis that states that *Organizational Citizenship Behavior* has a significant influence on Employee Performance (H2 is accepted). These results confirm the importance of Organizational Citizenship Behavior (OCB) in supporting employee performance improvement. Respondents revealed that statements related to willingness to help coworkers, maintain good relationships, and take the initiative to contribute outside of primary responsibilities had high average scores. Employees feel that when they demonstrate proactive, voluntary, and supportive behaviors for the organization as a whole, this not only increases teamwork effectiveness but also has a positive impact on achieving company goals. The results of this study are in line with the results of previous research. (Nanda et al., 2021), (Rudi, 2024) that *Organizational Citizenship Behavior* (OCB) has a positive effect on employee performance.

## The Influence of Organizational Commitment on Employee Performance

For the organizational commitment variable (X3), the results of the study indicate that organizational commitment has a positive and significant t-value, with a significant value smaller than the specified limit. This means that organizational commitment has a positive and significant effect on Employee Performance. Therefore, the hypothesis stating that organizational commitment has a significant effect on Employee Performance (H3 is accepted). These results confirm the importance of organizational commitment in improving employee performance. Respondents revealed that statements related to loyalty to the organization, involvement in achieving company goals, and willingness to continue to contribute despite challenges had high average scores. Employees feel that when they have a strong emotional bond with the organization, understand common goals, and demonstrate a sense of belonging to the company, they are more motivated to work optimally and make significant contributions to the organization's success. The results of this study are in line with the results of previous research. (Setiaji & Djastuti, 2018), (Nanda et al., 2021) And (Rudi, 2024) which states that commitment has a positive and significant influence on employee performance.

## CONCLUSION

Based on the results of the analysis that has been carried out in testing transformational leadership Organizational Citizenship Behavior, organizational commitment on Employee Performance, it can be concluded that:

1. transformational leadership positive and significant influence on Employee Performance. This shows that the increase in transformational leadership given by superiors at PT Tespen branch in Lhokseumawe city can encourage employees to improve their performance.
2. *Organizational Citizenship Behavior* has a positive and significant influence on Employee Performance. Implementation *Organizational Citizenship Behavior* good in the company shows a significant contribution to employee performance.
3. organizational commitment has a positive and significant influence on Employee Performance. organizational commitment strong and positive plays an important role in improving employee performance in the company.

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