

THE INFLUENCE OF LEADERSHIP, ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB), AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE (Study at KPP Pratama Bitung)

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ABSTRACT

This study examines the impact of leadership, Organizational Citizenship Behavior (OCB), and organizational lifestyle on overall employee performance. The study was conducted in Bitung Metropolis at KPP Pratama Bitung, and a total of 103 employees of KPP Pratama Bitung were interviewed. Research Design, Data, and Methodology: The type of research conducted is explanatory research with a general sampling approach. Fact-gathering was done through a questionnaire using the Likert scale model processed with the Microsoft Excel 2019 software program and the SPSS 25 model. The validity test and the reliability test of the research tool used the SPSS correlation coefficient significance test and the significance test. Cronbach Alpha (A) SPSS Statistical Examination. Information analysis strategy with multiple regression evaluation. Findings: This study provides findings demonstrating that leadership, organizational citizenship behavior (OCB), and organizational lifestyle simultaneously positively impact employee performance, while leadership, organizational citizenship behavior (OCB), and organizational lifestyle partially positively impact worker performance. Conclusion: Implementation of the strategy or steps in this study is intended to guide and motivate an organization to successfully apply leadership, organizational civic behavior (OCB), and organizational culture to improve employee performance.

Keywords: Employee Performance; Organizational Culture; Leadership; Organizational Citizenship Behavior (OCB)

INTRODUCTION

Human resources are one of the most important factors that determine the survival of a company. To achieve the best results, organizations need systems that work and develop synergistically (Tan, 2019). The system includes effective employees, the latest technology, and company policies that can support the interaction of humans and technology (Aldatmaz et al., 2018). Therefore, human resource management is needed to make it work as expected by the company. It creates effective and efficient workers who can complete tasks and work according to certain work lines or work standards (Bandiera et al., 2011). Various companies, organizations, and forums aim to improve employee performance in their respective fields. Individual performance is determined by the level of education, motivation, and work experience of an employee. Efficiency is needed to meet good quality and quantity standards of work. Individual performance is influenced by the level of education, motivation, and work experience of employees.

Literature Review

Employee Performance

Performance means what becomes a process that is referred to and measured over a certain period of time only based on predetermined conditions or agreements (Susanto et al., 2021). Achievement is what is achieved by an organization, both non-profit and non-profit, during a

certain period of time (Syardiansah et al., 2020). Employee performance (work completion) refers to the quality and quantity of work performed by an employee in fulfilling his duties under the responsibilities given by Mangkunegara (Mangkunegara, 2011). It can be concluded that employee performance means what happens as a result of a process or activity in a particular function performed by the employee. This efficiency describes the extent to which employees perform work under certain conditions (Ángeles López-Cabarcos et al., 2022).

Organizational Culture

Organizational culture is hidden values, beliefs, and assumptions that are owned by members of the organization and Quinn (Azeem et al., 2021). Organizational culture is a set of norms or values widely applied to an organization (Guiso et al., 2015; O'Reilly III et al., 2014). Cremer (1993) states that organizational culture is an unspoken code of communication between organizational members. From this, it follows that it is a body of knowledge that is shared by members of a particular organization. Acquiring this knowledge is an investment. Organizational culture is seen as an organizational capital and core competency that develops a congruence between organizational and employee values related to “organizational performance”. The process of beliefs, habits, values, and behaviors that are formed in the behavior of individuals in an organization is referred to as organizational culture.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) includes “acts of altruism or helpful behavior, such as helping workers with heavy workloads, sharing resources, providing emotional support, and being polite” (Frenkel & Sanders, 2007). independent individual behavior that is not directly or explicitly recognized by a formal reward system and that as a whole promotes the effective functioning of the organization (Organ, 1988). From this, it can be concluded that OCB can be considered a collection of the informal behavior of organizational employees (Barney, 1986).

Leadership

Leadership is the act of influencing the behavior of others, also known as the art of influencing individual and group behavior (Thoha, 2017). Leadership refers to a suggestive process carried out by someone who guides team members to achieve organizational goals (Sidabutar et al., 2022). Leadership refers to activities aimed at influencing people to be aligned with the achievement of organizational goals (Qiu et al., 2019). It can be concluded that leadership is the way a leader influences his subordinates to use certain traits to achieve the desired goals (Ferine et al., 2021).

Framework

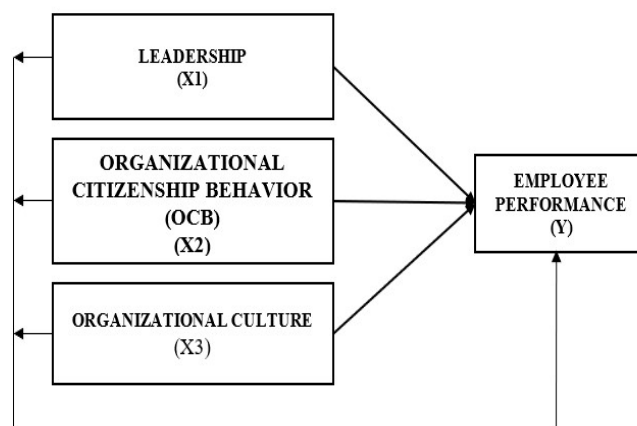


Figure 1
Framework

Development Of Research Hypotheses

1. Leadership On Employee Performance

According to Fielder's analysis in Ato'lllah, M., (2014), the most effective leaders adapt their leadership style to the situation, including preferred work styles, personality traits, tasks, and

groups (Ariska, 2019). Leaders act in ways that promote productivity, high morale, responsiveness, quality work skills, engagement, efficiency, and organizational excellence. This style of leadership is very demanding on employees. Because when employees are led by a good leader who is trustworthy, friendly, and approachable, they are more comfortable at work and more willing to go to work. Leadership is the most important factor that influences the effectiveness of the entire organization. Gonzalez Cruz et al. (2019) found that leadership positively impacts employee performance. In addition, the study also examines the impact of leadership on employee performance. A note from Adiguzel et al (Sonmez Cakir & Adiguzel, 2020) concluded that leadership has a significant positive impact on employee performance.

H₁: Leadership has a positive impact on employee performance

2. Organizational Citizenship Behavior (OCB) On Employee Performance

According to Djati (2005:25), in Simanjuntak et al., (2020) provides an understanding of Organizational Citizenship (OCB). This means making proactive and individual decisions to improve organizational performance by supporting the initial goal of employee productivity. On the other hand, Organs in Titisari (2014:4); Simanjuntak et al., (2020), organizational citizenship behavior (OCB) is a freely defined individual attitude that is collectively more effective than that perceived directly or explicitly by a formal reward system. Designed to drive organizational performance. Based on this definition, it can be concluded that Organizational Citizenship Behavior (OCB) is employee behavior that indirectly or explicitly changes the atmosphere of the organization in such a way that it becomes more efficient. This is evidenced by Simanjuntak et al., (2020) showing that Organizational Citizenship Behavior (OCB) has a positive impact on employee performance (Simanjuntak et al., 2020).

H₂: Organizational Citizenship Behavior (OCB) has a positive impact on employee performance

3. Organizational Culture On Employee Performance

Organizational culture, this factor has a significant positive effect on employee performance (work performance). This shows that organizations engage in activities that build a constructive organizational culture (Ferine et al., 2021). For example, Pixar is always reflective of the films it makes and does not hesitate to build a culture of constructive criticism (Catmull & Wallace, 2014). Of course, this cannot be replicated completely, because ultimately organizations have to find their own culture to build on. The role of leaders in shaping organizational culture is also very influential because CEOs who are open to new experiences tend to create organizational cultures that also demonstrate high adaptability (O'Reilly III et al., 2014). In addition, this continuously adapting culture also has a good influence on the company's success, and it is not surprising that companies with a continuously adapting culture tend to record high profits for the company (O'Reilly III et al., 2014).

H₃: Organizational Culture has a positive impact on employee performance

4. Leadership, Organizational Citizenship Behavior, and Organizational Culture on Employee Performance

Based on the results of the analysis of previous research, it can be seen that leadership, organizational citizenship behavior (OCB), and organizational culture have a positive relationship and influence on the performance of Pellet employees. And for this study, will also be tested whether the results of the hypothesis formulated by the researcher can be accepted for the existence of a relationship and simultaneous influence on the research object of KPP Pratama Bitung staff or not.

H₄: Leadership, Organizational Citizenship Behavior (OCB), and Organizational Culture have a positive effect on Employee Performance

RESEARCH METHOD

This type of research is descriptive research. The survey population includes all KPP Pratama Bitung employees with a total population of 103 people. The sampling method uses a non-probabilistic survey and the sampling method uses a full sampling technique. Therefore, the sampling technique used for this research was 103 KPP Pratama Bitung employees (Arikunto, 2002). Data collection was carried out using a questionnaire with a Likert model scale which was processed through Microsoft Excel 2019 software and SPSS version 25. The validity test and reliability test of the research instrument used the SPSS correlation coefficient significance test and the Cronbach Alpha (A) statistical test SPSS (Sugiyono, 2017). Methods of data analysis using multiple regression analysis (Multiple Linear Regression Method) are as follows:

RESULTS AND DISCUSSION

Validity and reliability tests are met with valid and reliable data. While the classical acceptance test was fulfilled in this study with a normal distribution, without multicollinearity, without autocorrelation, and without symptoms of heteroscedasticity.

Table 1
Correlation Coefficient Test

		Leadership.X1	OCB.X2	Organizational Culture.X3
Leadership.X1	Pearson Correlation	1	.222*	.312**
	Sig. (2-tailed)		.024	.001
	N	103	103	103
OCB.X2	Pearson Correlation	.222*	1	.269**
	Sig. (2-tailed)	.024		.006
	N	103	103	103
Organizational Culture.X3	Pearson Correlation	.312**	.269**	1
	Sig. (2-tailed)	.001	.006	
	N	103	103	103
Employee Performance.Y	Pearson Correlation	.279**	.462**	.378**
	Sig. (2-tailed)	.004	.000	.000
	N	103	103	103

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Source: 2022 Data Processing Results

The results of analyzing the correlation coefficient of each independent variable on the dependent variable are as follows:

1. Significant value. from $0.004 < 0.05$. This means that leadership has a relationship with employee performance of 0.279, which means a low correlation.
2. Significant value. from $0.000 < 0.05$. That means OCB has a relationship with employee performance of 0.462, meaning the correlation is pretty strong.
3. Significant value. from $0.000 < 0.05$. This means that organizational culture has a relationship with employee performance of 0.378, a low correlation.

Table 2
Regression Calculation Results

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.859	7.243		2.466	.015
Leadership.X1	.129	.096	.121	1.352	.179
OCB.X2	.427	.102	.371	4.188	.000
Organizational Culture.X3	.286	.108	.240	2.639	.010

Source: 2022 Data Processing Results

Based on the table above, it can be seen that the regression equation is:

$$\text{Employee Performance} = \alpha + \beta_1 \text{Kep.} + \beta_2 \text{OCB} + \beta_3 \text{BO} + \varepsilon$$

$$Y \text{ Employee Performance} = 17,859 + 0,129 \text{ Leadership} + 0,427 \text{ OCB} + 0,286 \text{ Organizational Culture} + \varepsilon$$

- 1) Constant value (α): 17.85
That is, if the independent variables of leadership, OCB, and organizational culture are 0, then the employee's performance value is 17,859 units.
- 2) Guide variable: 0.129
This means that if the independent variable has a fixed value and leadership has increased by 1 unit, then employee performance has increased by 0.129 units. The coefficient is positive, meaning that there is a positive or one-way influence between leadership and employee performance, the greater the leadership, the greater the employee performance, and vice versa.
- 3) Organizational citizenship behavior variable: 0.427
That is, if the independent variable has a fixed value and OCB increases by 1 unit, then the employee's performance decreases by 0.427 units. The coefficient is positive, which means there is a positive or unidirectional influence between OCB and employee performance, the higher the OCB, the higher the employee performance, and vice versa.
- 4) organizational culture variable: 0.286
This means that if the independent variable has a fixed value and organizational culture increases by 1 unit, then employee performance increases by 0.286 units. The coefficient is positive, meaning that there is a positive or unidirectional influence between organizational culture and employee performance, the higher the organizational culture, the higher the employee performance, and vice versa.

Table 3
Partial Test (t-test)

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.859	7.243		2.466	.015
Leadership.X1	.129	.096	.121	1.352	.179
OCB.X2	.427	.102	.371	4.188	.000
Organizational Culture.X3	.286	.108	.240	2.639	.010

Source: 2022 Data Processing Results

Based on the table above, the partial test results show a count of 2.466 with a 95% confidence level. Because $t_{\text{count}} > t_{\text{table}}$ is $2.466 > 1.660$, meaning that Leadership, Organizational Citizenship

Behavior (OCB) and Organizational Culture have a significant effect on the dependent variable Employee Performance at KPP Pratama Bitung Employees with a value of Sig. = 0.015, which is less than the 5% significance level.

Table 4
F test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1009.623	3	336.541	13.874	.000 ^b
	Residual	2401.406	99	24.257		
	Total	3411.029	102			

a. Dependent Variable: Employee Performance.Y
b. Predictors: (Constant), Organizational Culture.X3, OCB.X2, Leadership.X1

Source: 2022 Data Processing Results

Based on the simultaneous test table, it can be interpreted that the results of the F test show that F count (13.874) > F table (2.70) is obtained in this study. marked Value 0.000 (0.000 < 0.05). Thus it can be concluded that the independent variables together have a significant effect on the "employee performance" variable with a 95% confidence level and the model used in this study can be put into practice.

Table 5
Analysis of the Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.544 ^a	.296	.275	4.925

a. Predictors: (Constant), Organizational Culture.X3, OCB.X2, Leadership.X1
b. Dependent Variable: Employee Performance.Y

Source: 2022 Data Processing Results

From the table above it can be seen that the R-squared value is 0.296 or (29.6%). This coefficient shows 29.6% of KKP Pratama Bitung Employee Performance Value is determined by (Leadership, OCB, and Organizational Culture). While the remaining 70.4% are influenced by other factors outside of the variables used in this study.

Interpretation of Research Results

1. The influence of leadership on employee performance
The results of testing the first hypothesis in this study show that leadership does not have a significant impact on employee performance among employees of KPP Pratama Bitung, this is evident from the probability value t count (1.352) < t table (1.660) and sig value (0.179) < 0.05). The author's research shows that leadership does not significantly affect the performance of KPP Pratama Bitung employees.
2. The Impact of Organizational Citizenship Behavior (OCB) on Employee Performance
The results of testing the second hypothesis in this study show that Organizational Citizenship Behavior (OCB) has a significant impact on employee performance among KPP Pratama Bitung employees, this is from the probability value t count (4.188) > t table (1.660) and the Sig value (0.000) < 0.05). The author's research shows that Organizational Citizenship Behavior (OCB) has a significant impact on employee performance among KPP Pratama Bitung employees.
3. The influence of organizational culture on employee performance
The results of testing the third hypothesis in this study show that organizational culture has a significant impact on employee performance among KPP Pratama Bitung employees, this

is evident from the probability value t count (2.639) > t table (1.660) and the sign- Value apparent (0.010 < 0.05). The results of the author's research show that organizational culture has a significant impact on employee performance among KPP Pratama Bitung employees (Popescu et al., 2014).

CONCLUSION

Based on the research findings, it can be concluded that Leadership, Organizational Citizenship Behavior (OCB), and Organizational Culture have a positive and significant effect on the performance of KKP Pratama Bitung office employees. It is expected to bring benefits to many stakeholders, employee satisfaction is born at work, and employees become enthusiastic about their work. Managers are also required to improve the ability of their employees through training and optimize their work efficiency. This is done by continuously monitoring the quality and quantity of work performed by employees in carrying out tasks in accordance with the responsibilities given by ensuring that the goals set by management can be achieved and measurable in completing work by employees. This study provides insights into leadership, Organizational Citizenship Behavior (OCB), and organizational culture related to employee performance. Hopefully, it can be a reference for a good assessment.

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