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Moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance

Abstract:

Purpose: This study examines the relationship between transformational leadership, organizational commitment, motivation, Organizational Citizenship Behavior, and employee performance.

Methodology: This research is located in the province of Papua, and more specifically at the District Secretariat Papua Province. The study was conducted in the months from April to June 2016. In this study, tested the effect of Transformational Leadership, Organizational Commitment, Work Motivation, Organizational Citizenship Behavior, and Performance Officer Regional Secretariat Papua province, then the variable research is Transformational Leadership, Organizational Commitment, Work Motivation, Organizational Citizenship Behavior, and performance Officer. Structural Equation Modeling (SEM), SEM calculation tool that is commonly used is the program Analysis of Moment Structures (AMOS).

Finding: The results of studies showing that moderating of Organizational Citizenship Behavior not significantly effect in relationship between Organizational Commitment, Transformational Leadership, Work Motivation, the performance of employees at the District Secretariat in Papua province.

Originality: Originality of this study is on the comprehensive study by combining the variables of Transformational Leadership, Organizational Commitment, Work Motivation, Organizational Citizenship Behavior (OCB), and Performance into a complete model of study. Originality for this paper shows: (1) moderation effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance, (2) This research is located in the province of Papua, and more specifically at the District Secretariat Papua Province.

Keywords: Organizational Citizenship Behavior, Employee Performance, Organizational Commitment, Transformational Leadership, Work Motivation

1. INTRODUCTION

The role of the Regional Secretariat apparatus is to assist the implementation of the activities led by the Regional Secretariat which is subordinate and accountable to the Regional Head. The tasks of Regional Secretariat are to assist the Regional Head in implementing the governance, administration, organization and management as well as to provide administrative services to all local government agencies. Therefore, every employee working in the scope of the Regional Secretariat is required to work in a professional manner, in accordance with their competence, responsibly and innovatively in providing services, committed to carry out the tasks as well as highly motivated in establishing the synergy with the elements of SKPD (Regional Government Agencies), so that the organization of regional government can be held properly, effectively and efficiently in providing services to the public.

The main problem which is recently spotted on the performance of government agencies, is the emergence of a democratic climate in the government in terms of empowering employees to improve work motivation, so that the people begin to question the value they will receive for the services performed by each agency within the scope of the provincial government of Papua, as well as within the scope of the regional government agencies of Jayapura District and Jayapura Municipality. In addition, all this time, the measurement conducted on either the level of success or of failure of government agencies in

carrying out their duties and functions is difficult to conduct objectively in which the difficulty is due to the lack of a performance measurement system that can inform the level of success of a government organization.

In addition to the role of transformational leadership, there is a need to see the employee motivation factor on the improvement of employee performance because the employee performance will be improved if it is supported on high employee motivation related to the job. Employees certainly have their own needs and interests which should be fulfilled. Those encourage the employees to carry out their activities in an organization, with an expectation to realize their own individual needs and interests, and conversely, the activities can provide benefits to the organization. Therefore, it is also important for the organization to pay attention to the aspect of motivation of the employees in order to prevent the organization losing its qualified individuals.

This study associates between performance and leadership, commitment, motivation, and OCB. In the whole work, the members determine the success, so that there should be various efforts made to improve the organizational productivity which should be started from the improvement of productivity of the members. Therefore, an understanding on organizational behavior becomes very important in order to improve performance. The organization management is certainly inseparable from managerial aspects which are closely related to the organizational activities, one of which is associated with transformational leadership, organizational commitment, motivation, Organizational Citizenship Behavior, and employee performance.

Some of the previous studies have examined the effect of Transformational Leadership on Organizational Citizenship Behavior, among others Jahangir et al.,(2004); Walumbwa et al., (2005); Asgari et al., (2008); Subramaniam (2011); Zabihi and Hashemzahi (2012); Maria Magdalena Minarsih (2015); Tri Astuti Rahmatun and Anang Kistyanto (2014). The studies on the effect of Organizational Commitment on Organizational Citizenship Behavior have been conducted by Bishop et al., (2002); Silverthorne (2004); Jahangir et al., (2006); Subramaniam (2011); Jo and Joo (2011); Maria Magdalena Minarsih (2015); Venty Hertina Maulani, Widiartanto and Reni Shinta Dewi (2015); Saleh Lubis (2015). Meanwhile, the studies on the effect of Work Motivation on Organizational Citizenship Behavior have been conducted by Babaei et al., (2015); Vanindya et al., (2015); and Niken Ratna Pravitasari (2013).

Furthermore, regarding the difference between this study and previous studies, it can be explained that along with the results of investigation on many previous studies related to the topic above, there is no comprehensive study found studying the effect of Transformational Leadership, Organizational Commitment, Work Motivation on Employee Performance mediated by Organizational Citizenship Behavior (OCB). Based on the results of investigation, this study was conducted by incorporating the variables of Transformational Leadership, Organizational Commitment, Work Motivation, Organizational Citizenship Behavior (OCB), and Performance into a complete model of study. The comprehensive study above is the distinctive factor between this study and previous studies. In other words, the originality of this study is on the comprehensive study by combining the variables of Transformational Leadership, Organizational Commitment, Work Motivation, Organizational Citizenship Behavior (OCB), and Performance into a complete model of study. Originality for this paper shows: (1) moderation effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance, (2) This research is located in the province of Papua, and more specifically at the District Secretariat Papua Province.

2. LITERATURE REVIEW

2.1. Transformational Leadership

There are many definitions of leadership in different literatures. According to Tohardi (2002) a leader is a person who has a task to direct, guide his subordinates and is able to obtain support from the subordinates so that he can drive them (subordinates) towards the achievement of company or organization goals. According to Thoha (2003) leadership is an activity which influences people to be directed to achieve the organization goals. Meanwhile, according to Gistosudarmo and Sudito (1997) leadership is a process of influencing individual or group activities to achieve goals in certain situation.

According to J.P. Kotter in Robbins (2006), leadership is related to handle the changes, the leaders decide the direction by compiling a future vision, gathering people by communicating the vision and inspiring to overcome the obstacles. Robbins (2006) defines leadership as an ability to influence a group to achieve the goals. A leader can arise from the inside of the group as well as through the formal appointment to lead a group.

The initial concept of transformational leadership has been formulated by Burns (1978) from a descriptive research on political leaders. Furthermore, Burns explains transformational leadership as a process to which the leaders and followers raise each other to the higher morality and motivation level. These leaders seek to encourage the awareness of the followers by calling the higher dreams and moral values such as freedom, justice and humanity, not based on emotions, such as greed, jealousy and hatred.

Fulop and Linstead (1999) suggest that a good transformational leader is a leader who has at least three major characteristics, namely: (1) formulating a vision for the future of the organization, (2) communicating the new vision (demonstrating and communicating a new vision; focusing on HR), (3) implementing the new vision (creating an effective team, re-organizing, and forming a new culture).

2.2. Organizational Commitment

Mowday, Porter, and Steers (1982:186) define organizational commitment as: the relative strength of an individual's identification with and involvement in a particular organization. It shows that organizational commitment means more than the passive loyalty, but also involves the active relationship and desire of the employee to give more meaningful contribution on the organization. Organizational commitment defined by Mowday, et al, has some characteristics as follows:

- (1) Strong belief and acceptance to the goals and values of the organization;
- (2) Readiness to work hard; and
- (3) Strong desire to stay within the organization. This commitment is categorized as the behavioral or affective commitment since it is related to how much an individual feels that his/her personal values and goals are suited to those of the organization. The bigger the congruency between the individual and organizational values and goals, the higher the commitment of the employee towards the organization.

2.3. Work Motivation

The first person realized the importance of motivation was Sigmund Freud (Hersey and Blanchard, 1988), who believed that people would not realize what they desire forever, and therefore, their behaviors are influenced by motives or subconscious needs. It means that a person will make some choices by having some alternatives on behavior and level of effort based on the attractiveness which will he/she gets as the result. Motivation will be effective if a person knows his/her organizational role well. There are 2 types of motivation, intrinsic and extrinsic. Intrinsic motivation is a motivation when a person behaves due to he/she is

attracted and satisfied to his/her activity, while extrinsic motivation is a motivation in the form of appreciation or praise as a tool for a person to behave, so that the satisfaction obtained is not from the activity but as the extrinsic consequence directing towards the activity.

According to Herzberg (1959) in Robbins (2006), the measurement on work motivation involves the intrinsic motivation which consists of: (1) progress, (2) recognition, (3) responsibility, and extrinsic motivation which consists of: (4) supervision, (5) salary, (6) company policy and (7) work condition. Meanwhile, in order to measure work motivation examined in this study explained by Vroom (1964) in Luthans (2002) involves the indicators of valency, expectation, and instrument, with the following items:

- (1) Valency Indicator consists of: Trust, Suitability, and Comfort Items
- (2) Expectation Indicator consists of: Possibility, Recognition, and Pleasure items
- (3) Instrument Indicator consists of: Wage/Salary, Regulation on achievement, Opportunity and Form of Achievement items

2.4. Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is an extra individual behavior, which is not directly or explicitly recognized in a formal work system, and that can improve the effectiveness of the organizational functions in aggregate (Organ, 1988: 159). In general, an organization believes that in order to achieve excellence, it should make the individual performance as high as possible, since, basically, individual performance affects the performance of the team or work group and ultimately affects the overall performance of the organization.

Organizational citizenship behavior contributes to the welfare of the community, the transformation of resources, innovation and adaptability and overall organizational performance (Netemeyer et al., 1997: 401), including improves the effectiveness and efficiency of the deployment of scarce resources, time and problem solving among the work units in a collective way and interdependence. In addition, Organizational citizenship behavior will explain the proportion of halo effect in performance assessment (Organ, 1988: 160) and is a determinant for the program of human resource management in monitoring, maintaining, and improving work attitude of which the accumulation will affect the psychological health, productivity and mind power of the employees.

2.5. Performance

Whittaker (1993), in his book entitled "The Government Performance Result Art of 1993, states that Performance Assessment is a management tool used to improve the quality of decision making and accountability. Performance Assessment is also used to assess the achievement of goals and objectives. Mathis and Jackson (2002:227) state that there are 3 main factors influencing a person in working, they are: (1) the ability of an individual to carry out the work, (2) level of efforts made, (3) Organizational support. If these components possessed by the employess, there will be a positive effect on the improvement on performance. Conversely, the performance will be decreased if one of the factors is eliminated or absent.

3. RESEARCH METHODS

This study examines the relationship between transformational leadership, organizational commitment, motivation, Organizational Citizenship Behavior, and employee performance. From the description given, the research model is illustrated in Figure 1. This research is located in the province of Papua, and more specifically at the District Secretariat Papua Province. The study was conducted in the months from April to June 2016. In this

study, tested the effect of Transformational Leadership, Organizational Commitment, Work Motivation, Organizational Citizenship Behavior, and Performance Officer Regional Secretariat Papua province, then the variable research is Transformational Leadership, Organizational Commitment, Work Motivation, Organizational Citizenship Behavior, and performance Officer. Structural Equation Modeling (SEM), SEM calculation tool that is commonly used is the Analysis of Moment Structures (AMOS) program.

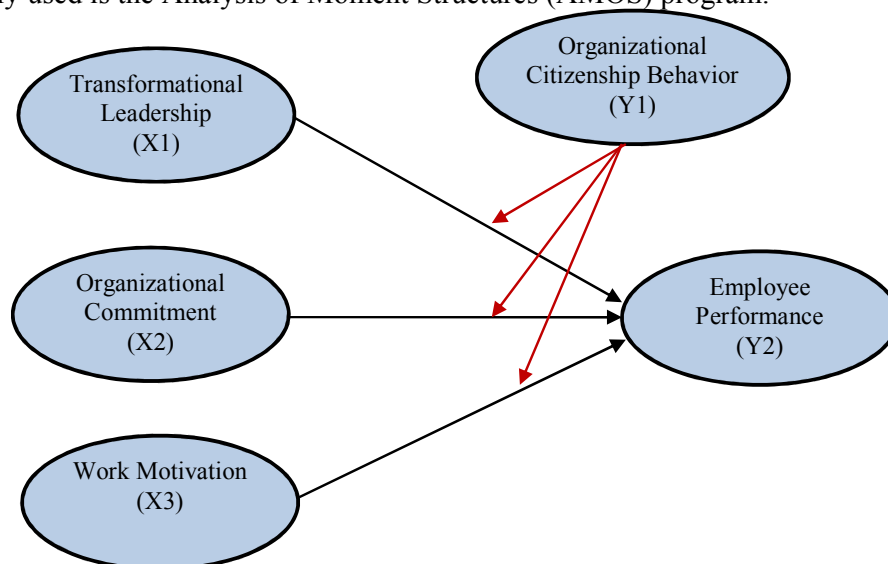


Figure 1. Conceptual Framework

4. RESULT AND DISCUSSION

4.1. Measurement of Structural Equation Model

In the first part of SEM analysis is the interpretation of the measurement model or measurement models. Measurement model presents a variable measurement (as unobservable variable) of each indicator pengukurannya (as observable variable). Model measurements performed on each of the study variables. This measurement model similar to the Confirmatory Factor Analysis (CFA). The coefficient measurement models or so-called loading factor states the amount / contributions indicators as a measurement variable. The indicator with the highest factor loading indicates that these indicators as a measure of the strongest variables measured. An indicator variable was significant as a measure if the P-value of <0.05 , or otherwise fix indicator.

In the first section presented a model of transformational leadership variable measurement (X1). These variables are measured by four indicators: Influence of idealism (X1.1), Motivation Inspiration (X1.2), Stimulation Intellect (X1.3) and the Confederation individual (X1.4). Table 1 5 below presents the measurement model of transformational leadership variable (X1).

Table 1. Measurement Model

Variable	Indicator	Average	Loading Factor	P-value	Conclusion
Leadership Transformational (X1)	Effect of idealism (X1.1)	3.82	0.807	0.000	Significant
	Motivation	3.77	0.608	0.000	Significant

	Inspiration (X1.2)				
	stimulation Intellect (X1.3)	3.78	0.631	0.00	Significant
	individual consideration (X1.4)	3.77	0.614	Fix	Significant
Organizational Commitment (X2)	Affective (X2.1)	3.69	0.809	0.000	Significant
	Normative(X2.2)	3.70	0.682	0.000	Significant
	Rational(X2.3)	3.65	0.644	Fix	Significant
Work Motivation (X3)	Valence (X3.1)	3.68	0.799	0.000	Significant
	Hope (X3.2)	3.70	0.718	0.000	Significant
	Instrument (X3.3)	3.69	0.761	Fix	Significant
Organizational Citizen Behavior (Y1)	Altruism (Y1.1)	3.77	0.625	Fix	Significant
	Conscientiousness (Y1.2)	3.73	0.645	0.000	Significant
	Sportmanship (Y1.3)	3.66	0.680	0.000	Significant
	Courtesy (Y1.4)	3.80	0.686	0.000	Significant
	Civic Virtue (Y1.5)	3.79	0.672	0.000	Significant
Employee Performance (Y2)	Work result (Y2.1)	3.69	0.717	Fix	Significant
	workplace behavior (Y2.2)	3.70	0.675	0.000	Significant
	personal nature (Y2.3)	3.64	0.846	0.000	Significant

Based on Table 1 note that all significant indicators to measure each variable. The analysis also showed that the most powerful indicator as a measure of Transformational Leadership (X1) is the influence of idealism (loading factor loading factor of 0.807 and mean 3.82). Thus it can be seen that the transformational leadership mainly influenced by the strong influence of idealism. On Organizational Commitment variable (X2) is known that the most powerful indicator as pengukurannya is affective (loading factor of 0.809, and the mean is 3.69). Thus it can be seen that the Organizational Commitment mainly influenced by the presence of affective commitment. In the variable work motivation (X3) is known that the most powerful indicator as pengukurannya is Valensi (loading factor of 0.799 and mean 3.68). Thus it can be seen that the work motivation mainly influenced by their valence. In Variable Citizen Organizational Behavior (Y1) CFA results showed that the most powerful indicator as pengukurannya is courtesy (loading factor mean 0686 and 3222). This means that the variable Organizational Behavior Citizen primarily influenced by courtesy. In the variable Employee Performance (Y2) is known as the strongest indicator that the measuring is the personal nature (loading factor of 0.846, and the mean is 3.64), in other words, variable Employee Performance mainly influenced by personal characteristics.

4.2. Testing Assumptions SEM

The assumptions that must be met prior to SEM analysis is the assumption of normality, absence of outliers, and linearity. The multivariate normality assumption was tested with the help of software AMOS 6 Test normality in this study using a significance level of 1% (0.01) and the critical value (critical ratio) ± 2.58 . The result of the calculation in Appendix 6 shows that the values of z for all indicators (18) is below the critical value. Thus it can be said that the data used in this study normal distribution, making it feasible for use in the estimation of selanjutnya. Untuk test whether there outliers, can be seen with mahalanobis

distance (Md). Mahalanobis distance is evaluated using a value of 164.694. Mahalanobis distance with the most distant observation point is the respondent to 122 with a value Md = 23.638. When compared with the value of 164.694, the value Md point to 1228 <164.694, it was concluded that all points of observation is not an outlier. Testing was conducted by the assumption of linearity Curve Fit. Linearity test results shows all significant linear model for the Sig > 0.05 thus concluded that the assumption of linearity have been met.

4.3. Goodness of Fit Model

The theoretical model on the conceptual framework of the study is said to fit if supported by empirical data. Results of testing the overall goodness of fit model according to SEM analysis results are presented in Table 2.

Table 2. Testing Results Goodness of Fit Model

Criteria	Cut-of value	Results Model	Explanation
Chi Square	Small	151.757	expected to be small
p-value	≥ 0.05	0.052	Good
CMIN/DF	≤ 2.00	1.214	Good
GFI	≥ 0.90	0.929	Good
AGFI	≥ 0.90	0.903	Good
TLI	≥ 0.95	0.976	Good
CFI	≥ 0.95	0.982	Good
RMSEA	≤ 0.08	0.032	Good

The test results Goodness of Fit Overall by Table 2 shows that 8 (eight) indicators to measure a good model, the P-value, CMIN / DF, RMSEA, GFI, AGFI, TLI and CFI have been met, so that the model equations this research is said to be suitable and worthy apart used in the interpretation of the pembahasan further.

4.3. SEM Analysis

In the second part of SEM analysis is the interpretation of structural models or structural models. Structural model presents the relationship between the study variables Coefficient structural model of stating the magnitude relationship between the variable to another variable. There is significant influence between variables one to another variable, if the value of P-value of <0.05. In the SEM are two influences that direct effect (direct effect), as well as indirect effect (indirect effect) analysis results are presented in the following table:

Table 3. Structural Model SEM: Direct Effect

No.	Relationship between Variables	Estimate	t Test	Label
1	Leadership Transformational → Employee performance	0.235	3.076	significant
2.	Organizational commitment → Employee performance	0.211	2.066	significant
3.	Work Motivation → Employee performance	0.197	1.982	significant

Effect of Transformational Leadership (X1) on the Performance (Y2). The calculation result menunjukkan bahwa t value of 3.076 while t table at a significance level of 5% and 125 degrees of freedom is of 1.98. It appears that the value t is greater than t table, so it can be concluded that direct transactional leadership (X1) significantly affects performance (Y2). Thus the research hypothesis which states that transactional leadership (X1) significantly affects performance (Y2) is received.

The influence of organizational commitment (X2) on the Performance (Y2). The calculation result menunjukkan bahwa t value of 2.066 while t table at a significance level of 5% and 125 degrees of freedom is of 1.98. It appears that the value t is greater than t table, so it can be concluded that direct organizational commitment (X2) significantly affects performance (Y2). Thus the research hypothesis which states that organizational commitment (X2) significantly affects performance (Y2) is received.

The influence of work motivation (X3) on the performance (Y2). The calculation result menunjukkan bahwa t value of 1.982 while t table at a significance level of 5% and 125 degrees of freedom is of 1.98. It appears that the value t is greater than t table, so it can be concluded that direct work motivation (X3) significantly affects performance (Y2). Thus the research hypothesis which states that motivation (X3) significantly affects performance (Y2) is received.

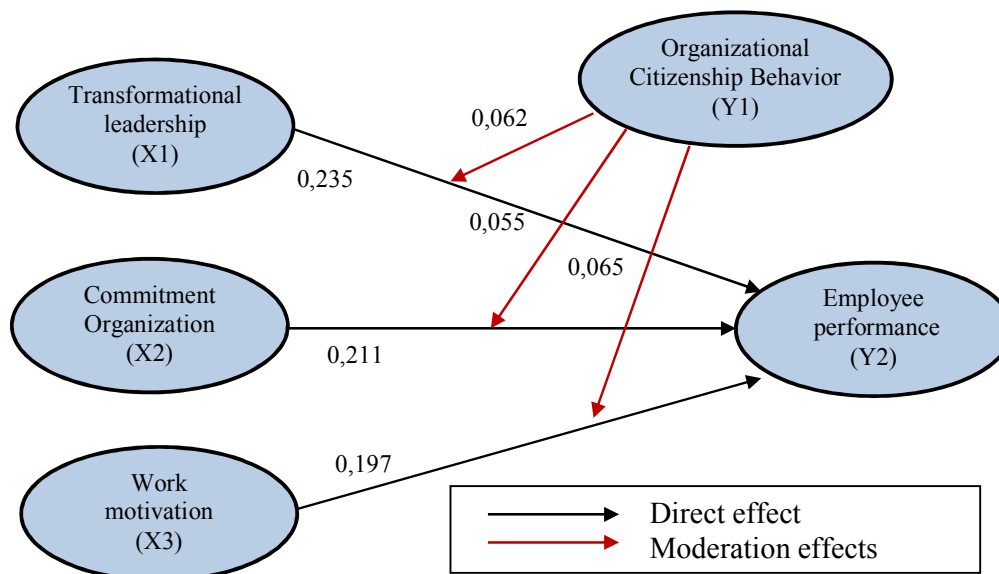


Figure 2. SEM Analysis

Table 4. Structural Model SEM: Moderation

No.	Relationship between Variables	Estimate	t Test	Label
1.	Organizational Citizenship Behavior_ Leadership Transformational → Employee performance	0.062	1.10	Not significant
2.	Organizational Citizenship Behavior_ Employee performance → Employee performance	0.055	1.11	Not significant
3.	Organizational Citizenship	0.065	1.19	Not

	Behavior_ Work motivation → Employee performance			significant
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The results of studies showing that moderating of Organizational Citizenship Behavior not significantly effect in relationship between Organizational Commitment, Transformational Leadership, Work Motivation, the performance of employees at the District Secretariat in Papua province.

4.4. Discussion

The results of the study showed that, the transformational leadership has indirect, insignificant effect on Employee Performance in the Regional Secretariat of Papua Province through organizational citizenship behavior is not in line with the findings of study conducted by Susi Milwati (2013) entitled The Relationship between Transformational Leadership, Organizational Commitment, Organizational Citizenship Behavior and Empowerment, and the Lecturer Performance of Health Polytechnic of Ministry of Health in East Java, where the results showed that the transformational leadership has indirect, significant effect on performance through OCB. Another different results showed in a study conducted by Mary Magdalene Minarsih (2015) entitled the Analysis of Effect of Transformational Leadership, Morals, Organizational Commitment, Organizational Citizenship Behavior (OCB) in improving Teacher Performance, that Transformational Leadership has indirect, positive but insignificant effect on Teacher Performance through Organizational Citizenship Behavior (OCB).

The result also showed that organizational commitment has indirect, insignificant effect on performance through organizational citizenship behavior is not in line with the findings of study conducted by Cut Amira, Rahman Lubis, and Hafasnuddin (2015) entitled The Effect of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB) and Its Effect on the Performance of PT. Lafarge Cement Indonesia (LCI) in Aceh Besar. The study conducted by Cut Amira, Rahman Lubis, and Hafasnuddin (2015) showed that job satisfaction and organizational commitment has a significant effect on the organizational performance of PT. Lafarge Cement Indonesia Aceh Besar through organizational citizenship behavior (OCB). The presence of OCB as a mediating variable can strengthen the effect of job satisfaction and organizational commitment on the organizational performance of PT Lafarge Cement Indonesia.

In addition, the results of study showed that work motivation has a direct effect on the performance is in line with the findings of the studies conducted by Cohen and Gattiker (2000); Silverthorne (2004); Newman et al., (2014); Vanindya et al., (2015); Niken Pravitasari Ratna (2013) that motivation has a direct, significant effect on employee performance.

Indirectly, work motivation has insignificant effect on performance through OCB. It means that the improvement in work motivation is not able to make a significant improvement on performance through organizational citizenship behavior. These results indicated that OCB is not a good mediator. In other words, there is no mediating effect on organizational citizenship behavior in the relationship between work motivation and employee performance in Regional Secretariat in Papua province. The little effect of work motivation on performance through Organizational Citizenship Behavior can be due to the little effect of organizational citizenship behavior on performance.

The result of the study on the indirect effect of work motivation on performance through Organizational Citizenship Behavior is in line with the findings of the study conducted by Niken Ratna Pravitasari (2013) entitled "The Effect of Job Satisfaction, Culture

and Work Motivation on Performance With a Mediation of OCB (Organizational Citizenship Behavior) On Contract Employees in PT AST", that job satisfaction, organizational culture and work motivation have indirect, insignificant effect on employee performance through OCB. It means that OCB is not able to mediate the relationship between the job satisfaction, organizational culture and work motivation, and employee performance.

5. Conclusion and Recommendation

Based on the results and discussion in the previous chapter, the conclusions of this study are as follows: A good Transformational Leadership from the effect of idealism, inspirational motivation, intellectual stimulation, and individual consideration can improve the Organizational Citizenship Behavior, reflected in the aspects of altruism, conscientiousness, sportmanship, courtesy, and civic virtue. The high Organizational Commitment, seen from the affective, rational, and normative elements can improve the Organizational Citizenship Behavior, reflected from the aspects of altruism, conscientiousness, sportmanship, courtesy, and civic virtue. The high Work Motivation, seen from the indicators of valency, expectation, and instrument can improve the Organizational Citizenship Behavior, reflected from the aspects of altruism, conscientiousness, sportmanship, courtesy, and civic virtue. The moderating of Organizational Citizenship Behavior not significantly effect in relationship between Organizational Commitment, Transformational Leadership, Work Motivation, the performance of employees at the District Secretariat in Papua province.

Based on the conclusions above, there are some recommendations for further studies and on the object of the study as follows: Recommendation for the Head of Regional Secretariat of Papua Province that in order to improve the Employee Performance in the Regional Secretariat of Papua Province, there is a need to improve the transformational characterized leadership capability, and to improve the organizational commitment and work motivation of the Employees. Therefore, there is a need to conduct training and development regularly for the Human Resources in the scope of Regional Secretariat of Papua Province.

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