

Analysis Of Leadership Styles And Organizational Commitment On Employee Performance With Organizational Citizenship Behavior As An Intervening Variable At The Insan Cemerlang Bondowoso Foundation

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ABSTRACT

This research aims to analyze the styles of administration and organizational commitment to representative execution through OCB at the Insan Cemerlang Bondowoso Foundation. The inspecting strategy employments nonprobability testing with all individuals of the populace being examined as numerous as 70 individuals. The investigate employments way investigation strategy with the SPSS application. The comes about appear that authority styles and organizational commitment have a critical impact on OCB. The level of administration styles will have an impact on worker execution. A tall level of organizational commitment will make strides the execution of Insan Cemerlang Foundation representatives, to attain effective execution. The result appears that organizational citizenship behavior impacts worker execution. Organizational citizenship behavior works as an interceding variable between the impact of authority styles on worker execution. Organizational citizenship behavior too plays a interceding part between organizational commitment and employee performance.

INTRODUCTION

The emergence of integrated Islamic schools under JSIT (Integrated Islamic School Network) in Indonesia is quite numerous, at least in the last year it indicates that there are around 200 integrated Islamic schools throughout the region, at various levels from the elementary school level or SDIT (Integrated Islamic elementary school). At the Bondowoso Insan Brilliant Foundation, which oversees several educational institutions from elementary to high school levels, the aim is to disseminate Islamic schools as a vehicle for producing quality and faithful Islamic human resources. To produce a Quranic generation, qualified teachers are needed to support the desired institutional program. The role of teachers as educational facilitators is also related to leaders who provide motivation or direction to create a good and healthy school environment.

Leaders in carrying out their duties have three basic leadership styles, namely prioritizing the implementation of tasks, prioritizing cooperative relationships, and prioritizing the results that can be achieved (Harun 2018). A good leadership style is a leader who can position himself in every matter or problem that exists within the organization or company. Research carried out by Widyaningrum (2020) with the title *The Mediating Role of Organizational Citizenship Behavior (OCB) on the Impact of Work Culture and Administration Styles on Worker Execution* (Ponder at the Division of the PU Assets of the Discuss to the West Is East) appears that administration styles have a positive and critical impact on employee performance.

The organizational commitment held by employees will have a direct effect on employee performance because of the initial agreement in the employment contract. Employee commitment plays a very important role in the existence of organizations that want to maximize profits, want better customer service and create stability for their workers (Rahmawati & Tobing, 2019). The sentiments, attitudes, and actions of people who identify as belonging to an organization, participate in its operations, and show loyalty to it in the pursuit of its objectives are known as organizational commitment (Sutrisno, Haryono, and Warso 2016).

OCB influences employee performance, meaning that employees have done their jobs well and even done more than they should (Setyowati et al. 2021). Meanwhile, in research by Komang Ade Wahyudi, et al (2021), OCB partially has a negative and insignificant influence on employee performance. OCB involves several behaviors, including helping others, volunteering for extra tasks, complying with workplace rules and procedures. (Masrohatin and Tobing 2019). Employee performance can be described as an individual's ability to achieve employee work goals in accordance with the expectations and goals of the organization (Gharib, et. al., 2016).

THEORETICAL REVIEW

Leadership

Each leader is unique, and they all have distinct styles of leadership. A person's ability to lead is shaped by their viewpoint on particular problems. It is undeniable that having a strong and powerful position along with responsibility comes with being a leader. But if he employs situation-

appropriate techniques and strategies, he can conquer any obstacle. A leader's approach to persuading followers to collaborate and strive toward achieving organizational objectives is known as their leadership style (Hasibuan, 2013). According to Bangun (2012:352), there are four leadership styles based on the path-goal model, consisting of:

- a. Directive leadership
- b. supportive leadership
- c. Participative leadership
- d. Leadership is achievement-oriented.

Organizational Commitment

Corporate Devotion The state in which workers support a certain organization and its objectives as well as their desire to stay members of the organization is known as organizational commitment (Robbins & Judge 2007). Novita, Sunnuharjo and Ruhana (2016:40) grouped organizational commitment into three indicators:

- a. Affective commitment,
- b. continuous commitment.
- c. Normative

Organizational Citizenship Behavior

The success of leaders in carrying out their duties will be influenced by individual performance, which will both influence leader performance and organisational performance. To determine organisational performance, it is necessary to measure it. The performance indicators for this organisation include effectiveness and efficiency. Sinambela (2012). Employee performance must be planned continuously, because improving employee performance is not an instantaneous event but requires well-organised planning and action over a certain period of time. Lijan Poltak (2017).

According to Bangun (2012: 233), employee performance indicators are as follows:

- a. Quality
- b. Quantity
- c. Punctuality
- d. Presence
- e. Ability

Employee performance

The success of leaders in carrying out their duties will be influenced by individual performance, which will both influence leader performance and organizational performance. To determine organizational performance, measurements need to be carried out. The performance indicators of this organization include the effectiveness and efficiency of Sinambela (2012).

The employee performance indicators according to Bangun (2012:233) are as follows:

- a. Quality
- b. Quantity

- c. Punctuality
- d. Presence
- e. Ability.

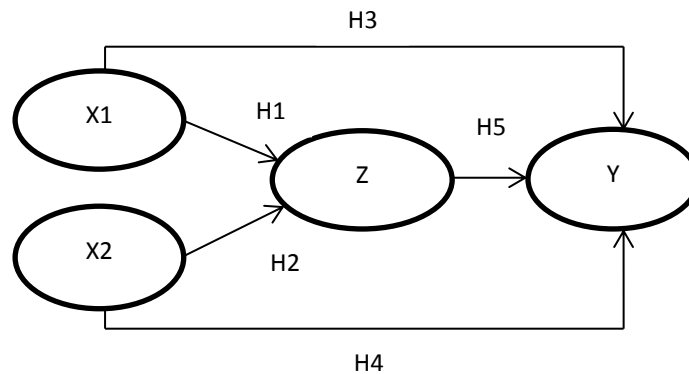


Figure 1. conceptual framework

Hypothesis

- a. *The influence of leadership styles(X1) on OCB (Z)*
 Mahmudah Enny Widyaningrum (2020) shows that leadership styles has a positive and significant effect on OCB and the better the leadership styles shown by the head of the organization in supporting work implementation, the better the employee's OCB.
 H1: Leadership styles has a significant effect on OCB
- b. *The influence of organizational commitment (X2) on OCB (Z)*
 According to Markozy in Anwar (2014), good employees tend to display OCB in their work environment, so that the organization will be better if employees act voluntarily.
 Research conducted by Anggara Hapsari and Widiarto (2018), Rio Andhika Putra and Dori Mitra Candana (2020) and Sutrisno et al., (2016) proves that organizational commitment has a positive effect on OCB.
 H2: Organizational Commitment has a significant effect on OCB
- c. *The influence of leadership styles(X1) on employee performance (Y)*
 Leadership styles in an organization plays a very important role in influencing employee performance. According to Hasibuan (2013), leadership styles is the way a leader influences the behavior of subordinates, so that they are willing to cooperate and work productively to achieve organizational goals. Research by Mahmudah Enny Widyaningrum (2020) and Windy Afrima Yulia and Agussalim M. (2020) shows that leadership styles has a significant effect on employee performance. Based on theory and previous research, a hypothesis is proposed:
 H3: Leadership styles has a significant effect on employee performance
- d. *The influence of organizational commitment (X2) on employee performance (Y)*
 Organizations are closely related to worker behavior in realizing loyalty and participation when working in organizations or companies (Afandi, 2018). According to Wibowo (2016), Organizational commitment is defined as the thoughts, feelings, and actions of people who identify as members of the organization, participate in its operations, and show

loyalty to it in the pursuit of its objectives. Research by Anggara Hapsari and Widiartanto (2018) shows that organizational commitment has a significant influence on employee performance, while research conducted by Marcy Rita, et al (2018) shows that organizational commitment has an indirect and insignificant effect on performance through organizational citizenship behavior.

H4: Organizational Commitment has a significant effect on Employee Performance

e. *Influence of OCB (Z) on employee performance (Y)*

Research conducted by Tiksnayana Vipraprastha, et al (2018) and Ni Made Puspa, et al (2019) shows that the performance of employees is positively and significantly impacted by organizational citizenship behavior. This implies that employees' intentions to enhance their performance are positively correlated with their extra role of mutual cooperation.

H5: OCB has a significant effect on employee performance

METHODOLOGY

This is often an explanatory research with a quantitative approach, clarifying the position of each variable, as well as the relationship between the factors. This inquire about employments quantitative information and the essential information source was gotten specifically from witnesses, representatives of the Insan Cemerlang Bondowoso Establishment. Essential information collection through surveys conveyed specifically and online via Google Frame. The number of tests that's anticipated to be 100% agent of the populace is the same as the number of individuals of the populace itself (Sugiyono, 2018:86). Based on this investigate, since the populace is less than 100 respondents, the creator took 100% of the populace at the Insan Cemerlang Bondowoso Establishment with 70 respondents. This inquire about prepared with way examination utilizing SPSS.

RESULTS

Instrument Test

a. Validity test

The results of data processing showed that the 13 statement items were declared valid so that no indicators or statement were excluded.

Table 1. validity test

Variable	Item	Results	
		r	r table (5%)
Leadership (X1)	X1.1	0,724	0,232
	X1.2	0,764	0,232
	X1.3	0,760	0,232
	X1.4	0,472	0,232
	X1.5	0,867	0,232
	X1.6	0,755	0,232
	X1.7	0,690	0,232
	X1.8	0,613	0,232

	X1.9	0,740	0,232
	X1.10	0,694	0,232
	X1.11	0,762	0,232
	X1.12	0,247	0,232
	X1.13	0,571	0,232
Organizational Commitment (X2)	X2.1	0,765	0,232
	X2.2	0,838	0,232
	X2.3	0,709	0,232
	X2.4	0,554	0,232
	X2.5	0,559	0,232
	X2.6	0,579	0,232
OCB (Z)	Z.1	0,484	0,232
	Z.2	0,498	0,232
	Z.3	0,565	0,232
	Z.4	0,676	0,232
	Z.5	0,581	0,232
	Z.6	0,404	0,232
	Z.7	0,593	0,232
	Z.8	0,592	0,232
	Z.9	0,389	0,232
Employee Performance (Y)	Y.1	0,598	0,232
	Y.2	0,759	0,232
	Y.3	0,480	0,232
	Y.4	0,671	0,232
	Y.5	0,659	0,232

b. Reliability Test

The Employee Performance variable (Y) received a coefficient value of 0.621, the Organizational Citizenship Behavior variable (Z) obtained 0.677, the Organizational Commitment variable (X2) obtained a coefficient value of 0.751, and the statement item on the Leadership Styles variable (X1) obtained an alpha coefficient value of 0.898, according to the reliability test results. Every statement item's alpha coefficient value for every variable is more than 0.60, indicating that the variable in question is deemed dependable or reliable.

Table 2 reliability test

Variable	Cronbach's Alpha	Description
Leadership (X1)	0,898	Reliable
Organizational Commitment (X2)	0,751	Reliable
OCB (Z)	0,677	Reliable
Employee Performance (Y)	0,621	Reliable

Figure 2. Normality results

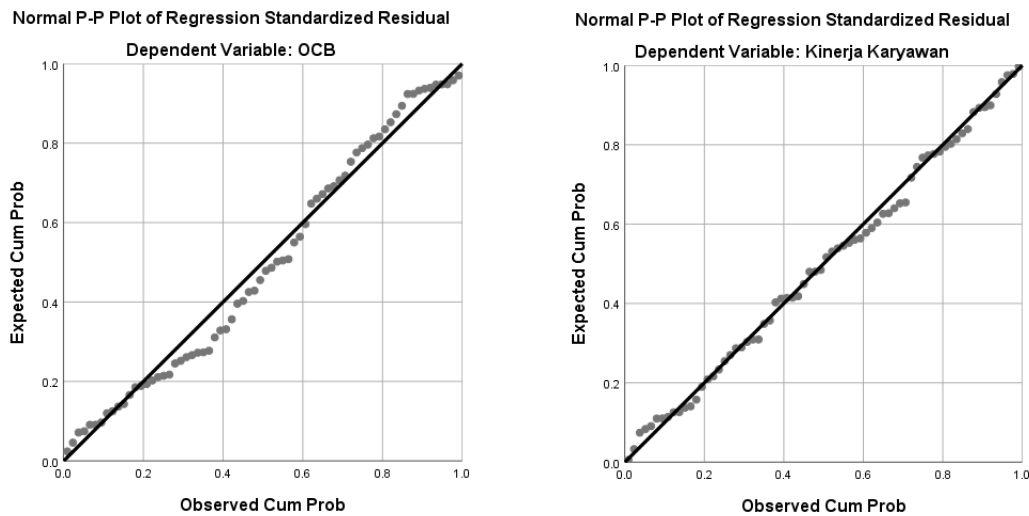


Figure 2 explains that the curve shows the shape of the P Plot around the line, or follows the direction of the diagonal line it meets the requirements for the normality assumption.

b. Multicollinearity test

The multicollinearity test produces a tolerance value of > 0.10 and $VIF < 10$ and it can be said that there is no multicollinearity in this research

Table 3 Multicollinearity test

Variable	Collinearity Statistic	
	Tolerance	VIF
X1 → Z	0,864	1,157
X2 → Z	0,864	1,157
X1 → Y	0,812	1,232
X2 → Y	0,789	1,267
Z → Y	0,799	1,252

c. Heteroscedasticity Test

The heteroscedasticity test is carried out to determine whether there are symptoms of heteroscedasticity using the Glejser test. If the significant value is > 0.05 then there is no heteroscedasticity in the regression model being tested.

Table 4. Glejser test

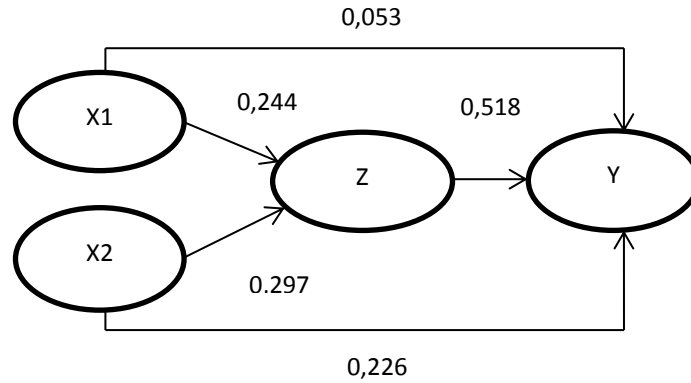
Variable	Sig
X1 → Z	0,058
X2 → Z	0,597
X1 → Y	0,85
X2 → Y	0,419
Z → Y	0,150

d. Path Analysis

Table 5. Coefficient Output X1, X2, Z dan Y

Path	Coefficient
X1 → Z	0,41
X2 → Z	0,14
X1 → Y	-0,607
X2 → Y	-0,033
Z → Y	-0,00

Based on table 5, the path coefficient output results, the following is a picture of the path coefficient:



The influence of leadership styles(X1) on employee performance (Y) through OCB (Z) has a direct influence of 0.053. Meanwhile, the indirect effect is $0.0244 \times 0.518 = 0.126392$ and the total effect is $0.053 + (0.244 \times 0.518) = 0.179$. The influence of organizational commitment (X2) on employee performance (Y) through OCB (Z) has a direct influence of 0.226. The indirect effect = 0.153846 and the total effect is $0.226 + (0.297 \times 0.518) = 0.379846$.

e. Sobel Test

The Sobel test above indicates that the one-tailed probability value is $0.00011013 < 0.05$, indicating a substantial impact of the leadership styles variable (X1) through OCB (Z) on employee performance (Y).

According to the aforementioned Sobel test, the variable Organizational Commitment (X2) on Employee Performance (Y) through OCB (Z) has a significant influence; the one-tailed probability value is $0.01998023 < 0.05$.d the total effect is $0.226 + (0.297 \times 0.518) = 0.379846$.

DISCUSSION

The findings indicate that organizational commitment and leadership philosophies have a big impact on OCB. The effectiveness of employees will be impacted by the quality of leadership. Employee performance at the Insan Cemerlang Foundation will increase with a high degree of organizational commitment, leading to effective performance. The coefficient demonstrates how employee performance is impacted by organizational citizenship behavior. Organizational citizenship conduct is said to be influenced by organizational commitment.

Organizational citizenship behavior functions as a mediating variable between the impact of leadership styles on employee performance, as demonstrated by a comparison of direct and indirect affects. How important a leadership style is will determine how much of an impact organizational commitment has on worker performance. According to the Sobel test results, corporate citizenship conduct

Leaders should pay attention to and improve employee Organizational Citizenship Behavior in work mastery and teamwork abilities. Leaders must be able to regenerate trust in organizational values, involvement and loyalty to employees in order to improve employee work performance. The implications of maintaining and improving organizational culture, apart from continuing to evaluate and adjust to changes that occur both inside and outside the organization which are not in accordance with conditions and have a direct influence on cultural changes, for example, technological developments, leadership styles, work culture (Masrohatin & Tobing, 2019).

CONCLUSIONS AND RECOMMENDATIONS

The impact of leadership styles and organizational commitment on employee performance is noteworthy. Through OCB as an intervening variable, leadership styles and organizational commitment have a major impact on employee performance. OCB has been successful in balancing corporate commitment and leadership philosophies with worker performance.

FURTHER STUDY

This research is very possible to carry out more advanced, in-depth and comprehensive research. Future research is recommended to approve the proposed system by using research in various fields and different factual strategies to realize robust results. In addition, this study uses mediating variables and does not include moderating variables, so it is recommended to include moderating variables to help further research.

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