



The influence of transformational leadership, career development, and Organizational Citizenship Behavior on employee performance

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ABSTRACT

Research conducted aims to analyze the influence of transformational leadership styles, career development, and Organizational Citizenship Behavior (OCB) on employee performance. The method used was a survey with a saturated sample, in which all 120 Pandatex employees were included in the study. A Likert scale questionnaire is used to collect primary data. Data analysis includes validity and reliability testing, as well as testing hypotheses through statistical methods. Research results show that transformational leadership styles have a positive impact on employee performance by motivating and encouraging them to go beyond expectations. Career development also has a significant impact on employee performance, by offering a wide range of careers, which in turn increases motivation and productivity. Furthermore, OCB has proved to be an important factor that improves organizational efficiency and employee performance. This research confirms the importance of factors such as Herzberg's motivational hygiene in boosting employee performance. From this research, companies can consider applying transformational leadership models, supporting career development, and driving OCB as a strategy to improve employee performance.

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1. INTRODUCTION

Employees are vital to the company, ranging from hiring the best people in their fields to providing the necessary equipment and resources, including extensive and appropriate training. This allows delegations to continuously improve their skills and form the best workforce in their respective fields.

This research is conducted to examine how organizational culture influences employee motivation and performance. It also analyzes the implementation of corporate values in enhancing productivity.

Performance is one of the measuring variables to see if a company is on the right track in achieving its goals. From the human resources (SDM) aspect, employee performance is an important factor in determining whether the SDM is already working optimally in achieving company performance. The problem that arises when mismanaging the SDM is the decline in employee performance. Performance is the quality and quantity of work achieved by an employee in carrying out his or her duties in accordance with the responsibilities assigned to him or her (Mangkunegara & Octorend, 2015). It can even be said that human resources are the most important element

besides other elements, such as capital, raw materials, and machines. No company can grow and thrive without human elements with adequate managerial skills and work ethics (Dewi & Ardana, 2022). According to Setiawati & Dewi (2023) and Sedana & Surya (2022) employee performance is an important factor that should be taken into account in order for a company to continue to grow and succeed in a competition, or at least to survive.

According to (Govinda & Mujiati (2022); Prameiswari & Ardana (2022) and Artana & Mujiati, 2022)) the individual in the organization is the most important part in achieving the goals of the organization. Individuals become the energy that drives the wheel of the organization. The ability of an individual to perform his or her duties properly will have an impact on the progress of the organization. Individuals in the performance of duties are known as individual performance or performance of employees/officials.

In the face of today's global competition, both government and private corporations are being demanded to maximize their performance in a variety of ways. It can be seen from the increasing or decreasing performance of work and the target of any employee or subordinate (Putri & Iskandar, 2016). According to Septian et al., (2017) employee performance is the result of the work achieved by a person in carrying out the tasks entrusted to him to the job objectives. Employees can work well when they have high performance so that their productivity is maximum. Based on some opinions according to the experts above, it can be concluded that performance is a product of work in terms of quality and quantity that an employee achieves in the performance of his duties in accordance with the given responsibilities which conform to the criteria that have been determined by the company. Employee performance plays a role in the company, because performance becomes a measure of the company's ability to measure the extent to which an employee can accomplish a given task (Sugianti & Mujiati, 2022).

With transformational leadership, there is no distance between the leader and the subordinate, the leader will always listen to the input from the undersigned so that effective leadership will be created. Effective leadership in managing human resources in a work unit will influence the work behavior indicated by increased individual performance and the performance of the unit itself, which will ultimately affect the overall company performance. The importance of the transformational style in Yukl et al., (2019) is that transformational leadership increases the motivation and performance of followers more than just transactional. This is because transformational leadership encourages employees to go beyond expectations and gain personal satisfaction from their work. Transformational leaders are able to communicate exciting visions and arouse enthusiasm among employees.

According to Djohan & Surya (2023), employee development is one way to create excellent human resources because employees are valuable assets to the company. Employee development as one of the efforts in creating superior human resources provides opportunities and provides a broad career horizon to be productive and able to make a good contribution to the company. Career development programmes have an impact on employee performance, because in the long term process will be able to improve the ability and motivation of employees. Through career development companies can use employee skills to the maximum, employees are more productive, and employee participation will also increase so that they can achieve the company's goals. (Iis et al., 2022).

A higher level of career development will increase employee performance. An organization or company that carries out career development anticipates positive performance as an employee's response. Therefore, career development success depends on the collaboration between an organization or a company and the employee (Balbed & Sintaasih, 2019). From an employee's perspective, career development offers insights into career paths that align with their future plans.

According to Rasminingsih & Permadi (2023) Organizational Citizenship Behavior (OCB) is a type of individual behavior that advances the individual's discretion and is indirectly or explicitly recognized by the formal reward system, but can generally affect the effectiveness of the organization. Someone who has a high OCB is not voluntarily paid in the form of money or compensation, but rather to the social behavior of each individual, to work beyond what is expected, like helping a colleague work on a voluntary basis. Research Hui & Lee (2000) concluded that organizations that want employees to do things or jobs beyond job descriptions,

proved to have an advantage over other companies. Therefore, many companies want their employees to have OCBs.

Research on employee performance is closely linked to motivation as a medium in encouraging employees to complete assigned tasks using motivation theory. According to Robbins et al., (2015) motivation is the process that explains a person's strength, direction, and perseverance in an effort to a goal. Motivation-Hygiene theory is a theory developed by Frederick Herzberg in the 1950s based on his research on employee job satisfaction. This theory tries to explain the factors that cause satisfaction and dissatisfaction in the workplace and affect employee performance.

Hygiene factors relate to the environment in which a person works, not the content of his work. When these factors do not exist or are not applied properly can lead to job dissatisfaction. However, just having good hygiene factors does not always mean that employees will feel satisfied. Basically, hygienic factors can prevent disappointment, but they themselves do not create satisfaction (Herzberg, 2015). Hygiene factors include salaries, working conditions, relationships with colleagues and superiors, company policies, and employment benefits. Herzberg's two-factor theory motivates employees, the company should focus on strengthening motivational factors. Meanwhile, hygiene factors must remain well-managed to prevent discontent, but just increasing hygienic factors without considering motivation factors will not create a truly motivating working environment (Herzberg, 1964).

2. RESEARCH METHOD

In this study the variables studied are Employee Leadership Style (X1), Career Development (X2) and Organizational Citizenship Behavior (X3) as free variables and Employees Performance (Y) as bound variables. The location of the research was conducted at P.T. Pandatex is located in Jalan Magelang-Purworejo, Sidoagung, Tempuran, Magelang, Central Java.

This research uses primary data obtained directly from research respondents by distributing questionnaires as a research instrument. The population used in this study consists of all employees at PT Pandatex, totaling 120 employees. The method used in this research is a survey method. The sample determination method is done through a saturated sample, where all population members are used as samples. Respondent answers are measured using a Likert scale, which is a scale that measures an individual's attitudes, opinions, and perceptions related to social phenomena (Sugiyono, 2018). The Likert scale used employs 4 levels for scoring: 1 (Strongly Disagree); 2 (Disagree); 3 (Agree); 4 (Strongly Agree). The appropriate research instrument must go through several testing stages to ensure that the questionnaire is suitable for use as a data measurement tool. These testing stages include validity testing and reliability testing.

3. RESULTS AND DISCUSSIONS

A good instrument should be able to meet the criteria in validity and reliability testing. The results of the analysis will be presented in the table below:

Table 1. Validity test

Statement	Coefficient	Conclusion
Transformational Leadership (X1)		
X1.1	0,573	Valid
X1.2	0,811	Valid
X1.3	0,797	Valid
X1.4	0,640	Valid
X1.5	0,422	Valid
Employee Development (X2)		
X2.1	0,750	Valid
X2.2	0,833	Valid
X2.3	0,814	Valid
X2.4	0,753	Valid
X2.5	0,693	Valid

Statement	Coefficient	Conclusion
Organizational Citizenship Behavior (X3)		
X3.1	0,601	Valid
X3.2	0,798	Valid
X3.3	0,831	Valid
X3.4	0,569	Valid
X3.5	0,756	Valid
Employee Performance (Y)		
Y.1	0,714	Valid
Y.2	0,740	Valid
Y.3	0,796	Valid
Y.4	0,752	Valid
Y.5	0,736	Valid

Source: processed data, 2023

Table 1 shows that all of its items are valid, indicating that the results of the validity test for the variables of Transformational Leadership, Career Development, Organizational Citizenship Behavior, and Employee Performance demonstrate that all statement items are valid. This is evident from the computed values being greater than the table value (r Table), as all values are greater than 0.3, and the significance level indicates less than 0.05. Therefore, it can be concluded that the data meet the requirements and are suitable for use as data collection instruments.

Table 2. Reliability test

Variable	Cronbach Alpha 0,6	Description
Transformational Leadership(X1)	0,630	Reliable
Employee Development (X2)	0,824	Reliable
Organizational Citizenship Behavior (X3)	0,724	Reliable
Employee Performance (Y)	0,798	Reliable

Source: processed data, 2023

In Table 2, it is evident that all the variables included each have a Cronbach's Alpha value of 0.630 (X1), 0.824 (X2), 0.724 (X3), and 0.798 (Y), where these values are greater than 0.60. Therefore, it can be concluded that all the variables are reliable, and the subsequent testing can proceed.

Table 3. Normality test

	Unstandardized Residual
N	120
Test Statistic	0,586
Asymp. Sig. (2-tailed)	0,882

Source: processed data, 2023

Table 3 shows that the asymp. Sig (2-tailed) residual result is 0.200, which is greater than 0.05. This indicates that the variables have a normal distribution. Based on the tests in Table 4, the equation that can be made from the test results above is:

$$Y = 4,745 + 0,122 X1 + 0,187 X2 + 0,483 X3.$$

The equation gives the meaning that value a = 4,745 means that if all the free variables used each are assessed constant at 0 then employee performance is 4,745. b1 = 0.122 means that if Transformational Leadership (X1) increases then Career Development (X2) and Organizational Citizenship behavior (X3) are coherent, then Employee Performance (Y) increases will follow. b2 = 0.187 means if Career Mining (X2) increases while Employees Transformational Leading (X1) and

Organization Citizenships behaviors (X3) are constant, so followed by an increase in Employment performance (Y). $b_3 = 0.483$ means if Organizational citizenship Behavior(X3) increases, while Transformative Leadership (X1) and Career development(X2) are stable, so that will follow the increase in employee performance of employees. (Y).

Table 4. Result analysis multiple linear regression

	Unstandardized Coefficients		Standardized Coefficients		Sig
	B	Std Error	Beta	t	
(Constant)	4,745	0,838		5,663	0,000
Transformational Leadership	0,122	0,052	0,155	2,329	0,022
Employee Development	0,187	0,073	0,211	2,556	0,012
Organizational Citizenship Behaviour	0,483	0,079	0,537	6,117	0,000

Source: processed data, 2023

Table 5 shows if the Adjusted R.square value is 0.647 or 64.7%, which indicates that the entire free variable is able to explain the bound variable by 64.7% and the other is 35.3% due to the influence of the unused variable.

Tabel 5. Model summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0,804	0,647	0,638	1,258

Source: processed data, 2023

Tabel 6. Hypothesis testing

	t	Sig	Kesimpulan
Transformational Leadership	2,329	0,022	Accepted
Employee Development	2,556	0,012	Accepted
Organizational Citizenship Behaviour (OCB)	6,117	0,000	Accepted

Source: processed data, 2023

The impact of Transformational Leadership on Employee Performance

The results of the first hypothesis suggest that Transformative Leadership has an influence on employee performance. Leaders who apply a transformational leadership style set a good example for their employees, inspire, and engage or communicate directly with their subordinates about the job. Leaders provide an opportunity for employees to participate in giving advice, giving responsibility, giving challenges and opportunities to develop themselves. (Sugianti & Mujiati, 2022; Basit et al., 2017). Transformational leadership has the ability to bring change in vision, strategy, and organizational culture (Putra & Dewi, 2019). Transformational leadership styles can be used as a good benchmark in improving employee performance (Rasminingsih & Permadi, 2023).

The results are in line with the hygiene theory that states that hygiene factors will motivate a person strongly to produce better work performance. It means that when employees have leaders who have transformational leadership, they gain personal satisfaction from their jobs as well as increase the enthusiasm of their work as employees. This will have a positive impact on employee performance.

Career Development Effects on Employee Performance

Career development involving efforts to improve employee skills and capabilities, has a positive impact on employee performance. By giving it a chance to grow, employees feel appreciated, which increases their motivation and efficiency. Training allows employees to work

more effectively, while growth vision increases commitment and retention. Overall, investments in career development support organizational growth and better employee performance. In line with the research carried out by Balbed & Sintaasih (2019) explains that the career development provided by the company will improve the performance of its employees.

Herzberg's hygiene theory states that career development can reduce employee potential dissatisfaction by improving certain aspects of the work environment. A good career development program can demonstrate supportive company policies, provide constructive supervision, improve working conditions, strengthen interpersonal relationships, provide opportunities for better compensation, and increase employee job security. Therefore, by optimizing these hygiene factors through career development, employee performance can be improved.

The impact of Organizational Citizenship Behavior (OCB) on Employee Performance

Organizational citizenship behavior strengthens organizational effectiveness that will support more effective team co-operation and reduce potential conflict. With OCB, productivity tends to increase because employees are often willing to give extra effort. A positive working environment is created, boosting morality and job satisfaction. It also affects higher employee retention, with employees feeling more appreciated in organizations that value OCB. Moreover, OCB supports the organization's ability to adapt to change, as employees who have citizenship behavior tend to be more responsive and help their colleagues in changing situations. Overall, OCB improves employee performance and benefits the organization.

The results are in line with hygiene theory, when OCB strengthens positive relationships with colleagues and superiors, as well as improving the sense of work safety. OCB supports factors that improve employee performance and satisfaction according to Herzberg's theory. Someone who has a high OCB is not voluntarily paid in the form of money or compensation, but rather to the social behavior of each individual, to work beyond what is expected, like helping a colleague work on a voluntary basis. Employees who have good organizational citizen behavior (OCB) will have better performance than other companies.

4. CONCLUSION

Research on employee performance has various implications and contributions that can have a positive impact on organizational and human resource management practices. The most important implications and contributions are that this research is expected to provide insights into the factors influencing employee performance, helping organizations identify areas where improvements can be made. Furthermore, this research can also lead to the implementation of more effective training and development programs.

Research conducted at Pandatex at Magelang, Central Java shows that factors such as Transformational Leadership Style, Career Development, and Organizational Citizenship Behavior (OCB) have a significant influence on Employee Performance. Transformational leadership has a positive impact on employee performance, just as leaders who apply this style tend to inspire, model, and build good two-way communication with employees. This leadership style not only encourages employees to their job goals but also motivates them to exceed expectations, which in turn improves overall performance.

Career development plays an important role in motivating employees, by providing a clear career horizon and enabling them to expand their capabilities and contributions to the company. Effective career development programmes lead to increased motivation and ability of employees, which directly increases their productivity and performance. OCB is a behavior that goes beyond official duties and shows an employee's willingness to contribute further to the organization. OCB has a positive impact on organizational effectiveness and employee performance, which reflects the employee's readiness to go further than is required by the job description.

Motivation is the primary driver of employee performance, in line with the theory of hygiene motivation by Frederick Herzberg. Adequate hygiene factors prevent employee dissatisfaction, while motivational factors are those that produce job satisfaction and drive high performance. The study used a survey method with a saturated sample approach on 120 Pandatex employees, collected primary data through a questionnaire and measured responses using the Likert scale. This research has implications for achieving optimal employee performance, companies need to

ensure transformational leadership styles are applied, effective career development is available, and OCB is enhanced. Moreover, the motivational aspect should always be focused on managing hygiene factors while enhancing motivational factors to create a motivating working environment.

The limitation of this study is that it was only conducted with a one-way variable relationship. It is hoped that future researchers can perform a more in-depth analysis of relationships, such as moderation, intervening, or mediation.

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