



The influence of transformational leadership and religiosity on performance of Village Apparatus in Sungai Penuh City with organizational citizenship behavior as an intervening variable

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ABSTRACT

The purpose of this study is to analyze how the The influence of transformational leadership and religiosity on performance of village apparatus in Sungai Penuh City with organizational citizenship behavior as an intervening variable. The research was conducted in Sungai Penuh City in Jambi Province. This study used quantitative research methods. To obtain valid data and information, researchers use interviews, observation, surveys, and documentation techniques. Model Testing Techniques using Structural Equation Model (SEM) with AMOS. The population is the entire village apparatus in Sungai Penuh City. The sampling technique is an accidental sampling method, with the number of samples representing the population with a total of 115 responses. The result of the research that R-square value of exogenous latent variables to endogenous latent variables is: The magnitude of the influence of Religiosity, Transformational leadership and organizational citizenship behavior on performance was 0.522 or 52.2%. That is, religiosity, transformational leadership and organizational citizenship behavior have an influence of 52.2%. While the magnitude of the influence of organizational citizenship behavior is 0.357 or 35.7%. That is, religiosity and transformational leadership have an influence of 35.7. Meanwhile, the remaining 64.3% was explained by other variables outside the research model.

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1. INTRODUCTION

The implementation of village government is inseparable from the implementation of regional autonomy. Village government is the leading and spearhead unit in service to the community and the strategic spearhead for the success of all programs. Therefore, efforts to strengthen villages, village governments and community institutions, a step to accelerate the realization of community welfare as the goal of regional autonomy (Pahrudin & Darminto, 2021). So that the implementation of Village Government is a sub-system of the governance system, the village has the authority to regulate and take care of the interests of its community (Amrullah et al., 2022) (Sari et al., 2019; Sari, Yusnita, et al., 2022).

Public service is one of the responsibilities of government agencies, be it at the center, in the regions, or in villages. The implementation of this public service is one of the functions of the government in making it easier for the community to use their rights and obligations (Hasan et al., 2023). In the implementation of services by the government, people's satisfaction is fulfilled if the services provided by the government to them are in accordance with what they expect, taking into

account the quality and services provided are relatively affordable and good service quality (Arsjad, 2018; Wahyudi, 2022). In this reform era, the public is open in criticizing the government in public services. Therefore, the performance of the government plays a role in regulating and directing all activities in achieving the goal of improving the quality of service to the community. At this time, village public services received a lot of attention from the community. With the freedom of expression, there is a lot of criticism of the performance of village government officials, both directly and indirectly. This happens because of the low work productivity and discipline of village government officials, as well as the lack of adequate work facilities.

Quality services often have difficulties to be achieved because village government officials often do not know and understand how to provide good services, this is due to the low ability of village government officials. Within the village government, the village head and all village officials as executors of government duties in the village are expected to be able to carry out the duties of the village government properly in order to create welfare and development of the people in the village. The performance of village government apartments is a measure that states how far the target, quantity, quality and time have been achieved by village management (Fajar & Khoirul, 2019).

The success or failure of the Village Government in public services to the village community is largely determined by the performance of the Village Government Apparatus itself. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties (Fitriyani, 2018; Phetsombat & Na-Nan, 2023). Employee performance is a very important activity because it can be used as a measure of organizational success in achieving organizational goals (AlZgool et al., 2023; Sembiring et al., 2023,). To measure the performance of village apparatus, the theory of measures of performance proposed by Santika et al., (2023), as follows : Quantity of work, Quality of work, Job Knowledge, Cooperation and Dependability. The performance of the village apparatus must be in accordance with the guidelines, these guidelines are constitutions or laws that have been established to manage and handle village-level affairs (Pahrudin & Darminto, 2021; Yasni et al., 2023).

To improve performance, one of the influential factors is the factor of leadership style. An organization needs a leader who inspires change and empowers subordinates to achieve high goals, to improve themselves and improve organizational processes, as well as the village office. This kind of leadership is called transformational leadership (Ahmad et al., 2023; Raoush, 2023). With transformational leadership, there is no distance between the leader and subordinates, the leader will always listen to input from subordinates so that effective leadership will be created (Jun & Lee, 2023; Karakose et al., 2023). Effective leadership in managing human resources in a work unit will affect work behavior indicated by increasing individual performance and the performance of the unit itself (Retawati & Tunjang, 2023), which will ultimately affect the overall performance of the organization (Bahri et al., 2023).

Four types of leader behaviors are involved herein. First, leaders with this style express a common vision and high expectations, motivating and inspiring employees to work well: inspirational motivation (Widianto & Wilderom, 2023). Secondly, while serving as role models for their followers, they show so called idealized influence behavior (Lisá & Greškovičová, 2023; Rehmani et al., 2023). Thirdly, transformational leaders encourage their followers to be creative and inventive; they are positively inclined toward followers' suggestions and ideas: intellectual stimulation (Fatmawaty et al., 2023; Prabhu & Srivastava, 2023). Fourthly, transformational leaders pay attention to the unique needs of their followers and treat each of them with individual consideration (Helalat et al., 2023).

All village offices must strive to improve and develop the performance of their village apparatus so that it can be accepted by the community and can provide satisfaction and excellent service to the community. To achieve this and achieve an agreed goal, the village office seeks to create positive religiosity such as religious practices, beliefs, religious knowledge, consequences and experiences (Satrianto et al., 2023; Sulastini et al., 2023). Religiosity according to Setyawati et al., (2020) is important and must be owned by every employee, where employees have a high level of religiosity, then the desire of the individual in obtaining a good status or performance must be higher as well (Brooks et al., 2022). A person's religiosity can have an influence on employee performance within the organization (Puspitasari et al., 2022). Religiosity can be measured or observed as a continuous variable and can be categorized as religious or less or non-religious. Indicators of religiosity: beliefs,

religious practices, experiences, religious knowledge and consequences (Fitriyani, 2018; Jaffar et al., 2022).

Organizational citizenship behavior is a term used to identify a person's behavior so that it can be referred to as a "good member". Organizations will not succeed and survive well if the individuals do not do good, or act as good citizens (Siregar et al., 2023). Organizational Citizenship Behavior (OCB) is a behavior that is voluntary and self-chosen by employees and is not a compulsion or necessity required by the organization for the benefit of the organization itself (Elshaer et al., 2023; Widodo & Ciptaningsih, 2023). Organ states that there are five dimensions of Organizational Citizenship Behavior (OCB), namely: altruism, Conscientiousness, Sportmanship, Courtesy and Civic Virtue (Barth & Tsemach, 2023). Employees who volunteer to share information and share new ideas encourage innovation behavior. Employees who volunteer to maintain the organization's property, such as turning off the computer when it is no longer in use and not using the office telephone for personal conversations, will help the organization achieve cost efficiency and effectiveness in achieving organizational goals.

Employees in this case the village apparatus of Pondok Tinggi Sub-district in Sungai Penuh City which is part or sub-system of the bureaucratic system and community servants at the sub-district level have an important role in running the wheels of governance at the village level, have the responsibility and role of providing public service information at the district village level and have carried out their job duties by maximizing organizational resources for the benefit of service public and increase efficiency in managing the resources owned by the organization. The variety of duties and obligations of village apparatus as a manifestation of some of the general duties of bureaucratic servants also requires all village apparatuses to carry out the duties assigned to them effectively and efficiently. Village apparatus that carries out administrative functions. They are planners, implementers, supervisors and at the same time are expected to be motivators or encouragement in efforts to improve all aspects of governance and public services carrying out functions as drivers for renewal and development, exemplary behavior is required in the form of creative, innovative, hard ability and high responsibility, which is shown by their effectiveness in carrying out their duties on the spot work. In the context of organizational members' understanding of the mission carried out by public organizations.

The purpose of this study is to analyze the influence of transformational leadership and religiosity on performance of village apparatus in Sungai Penuh City with organizational citizenship behavior as an intervening variable.

2. RESEARCH METHOD

This research was conducted in Sungai Penuh City, Jambi Province. The study time starts from September 2023 to November 2023. This research design creates a framework from the influence of transformational leadership and religiosity on performance of village apparatus in Sungai Penuh City with organizational citizenship behavior as an intervening variable.

Population is a generalized area consisting of objects or subjects that have qualities and characteristics and then conclusions are drawn (Satria et al., 2020; Yusnita et al., 2021). The population in this study is Village Device in Kerinci Regency with the sampling method in this study is Cluster Sampling by grouping samples by area (Sari, Munir, et al., 2022). So that the number of respondents from the sample is 115 respondents.

The data used in this study is primary data, namely data obtained or collected directly from the data source through interviews and a list of questions (questionnaire) given to the respondents who were sampled. This study uses surveys to obtain the necessary data (Sari, Abdallah, et al., 2022). The method used is by interviewing and distributing a list of questions (questionnaire) to respondents.

Data analysis in this study uses structural equation models. The structural equation model is a combination of factor analysis and path analysis into one comprehensive statistical method (Sari, 2023). The analysis tool used is to use AMOS. AMOS is a shortening of Analysis of Moment Structure, developed by J. Arbuckle which is one of the programs to process research models of management techniques and social sciences (Elizar et al., 2017). To assess the feasibility of a structural model, the data to be processed must meet the assumptions of the structural equation

model. Measure Goodness-of-Fit by measuring the conformity of observational or actual inputs (covariance or correlation matrices) with predictions from the proposed model. There are three types of Goodness-of-Fit measures: (1) absolute fit indices, (2) incremental fit indices and (3) Parsimonious fit indices. Absolute fit measures measure the overall fit model consisting of: (1) chi-square (X2), (2) goodness of fit indices (GFI), and (3) root mean square error of approximation (RMSE). Incremental fit indices are measures to compare proposed models with other models specified, consisting of: (1) adjusted goodness of fit index (AGFI), (2) norm fit index (NFI), (3) comparative fit index (CFI), (4) incremental fit index (IFI), and (5) relative fit index (RFI). For simultaneous (structural) hypothesis testing in SEM is done with GOF, not F-test. For partial testing, t-tests are still used. T calculated in SEM is CR (Critical Ratio). H0 is rejected if $CR \geq 1.96$ at a level of α 5% (Elizar et al., 2017).

3. RESULTS AND DISCUSSIONS

1) Model interpretation and modification

In figure 1 below can be seen the results of data processing using AMOS Version 22 with Full Model-Structural Equation Model (SEM) Test Results:

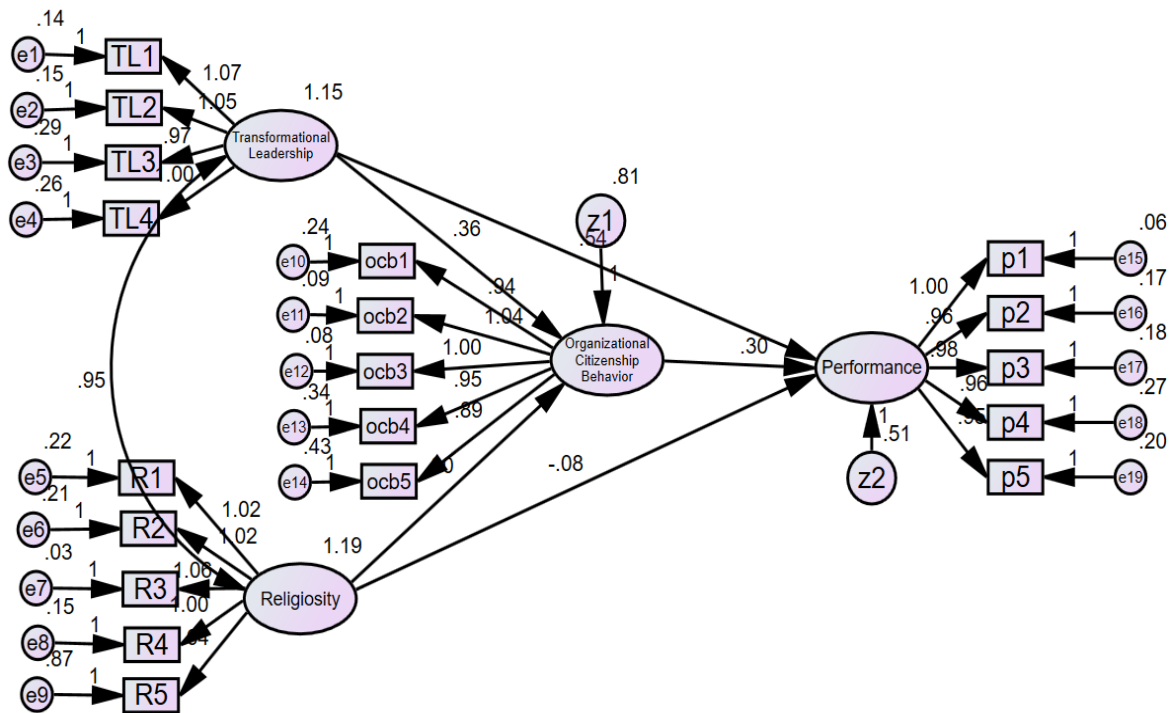


Figure 1. Full Model-Structural Equation Model Test Results (SEM)

The results of the Full Model-Structural Equation Model (SEM) Testing are compared with the fit testing criteria, resulting in the following model testing :

Table 1. Model testing fit test results

No	Testing fit	Acceptable match level	Result testing fit
1	<i>Absolute Fit Indices</i>		
	DF	Accepted If Positive	146 (Accepted)
	X2/DF	Lowest limit 1.0, highest limit 2.03	1,215 (Accepted)
2	<i>Incremental Fit Indices</i>		
	- GFI	Values Range 0-1, closer to 1 the better	0,754 (Accepted)
	- AGFI		0,680 (Accepted)
	- TLI		0,881 (Accepted)
	- CFI		0,899 (Accepted)
3	<i>Incremental Fit Indices</i>		

- RMR	< 0,08	0,079 (Accepted)
- RMSEA		0,039 (Accepted)
4 Parsimony Fit Indices		
- PNFI	Value Range 0-1	0,735 (Accepted)
- PCFI		0,767 (Accepted)

Based on Figure 1 and Table 1, it can be seen that the results of the goodness of fit test in the structural model after modification are better than the results of the goodness of fit test in the early stage structural model. Thus the model is declared fit with existing data, and hypothesis testing can be performed. Hypothesis testing is done by looking at the critical ratio (C.R) at the output.

2) The result of Structural Equation Modeling (SEM)

a. Correlation test

Table 2. Test the Correlation Hypothesis between exogenous variables

	Estimate	S.E.	C.R.	P	Label
Transformational Leadership <--> Religiosity	.950	.153	6.228	***	par_16

Correlation testing is carried out by looking at the estimate value between independent variables (exogenous latent) against independent variables (exogenous latent). Based on table 2 can be explained correlation testing: There is no correlation between Transformational Leadership and Religiosity. This can be seen in the P value of 0.000 smaller than 0.05.

b. Partial test

Table 3. Test the hypothesis of the influence of exogenous variables on endogenous

	Estimate	S.E.	C.R.	P
Organizational Citizenship Behavior <--- Religiosity	.296	.144	2.056	.040
Organizational Citizenship Behavior <--- Transformational Leadership	.357	.148	2.417	.016
Performance <--- Organizational Citizenship Behavior	.302	.080	3.769	***
Performance <--- Transformational Leadership	.539	.126	4.282	***
Performance <--- Religiosity	-.085	.120	-.710	.477

Partial testing is carried out by looking at the value of C.R and p-value in each independent variable (latent exogenous) against the dependent variable (latent endogenous). Based on table 3 above, partial testing can be explained as follows:

1. Transformational leadership partially has a significant influence on Organizational Citizenship Behavior. This can be seen in the C.R value of 2,417 greater than 1,65 and the p-value of 0,016 > 0,05 then H_0 is rejected and H_1 is accepted. So that H_1 in this research was accepted.
2. Religiosity partially has a significant influence on Organizational Citizenship Behavior. This can be seen in the C.R value of 2,056 greater than 1,65 and the p- value of 0,040 > 0,05 then H_0 is rejected and H_2 is accepted. So that H_2 in this research was accepted.
3. Organizational Citizenship Behavior partially has a significant influence on Performance. This can be seen in the C.R value of 3,769 greater than 1,65 and the p- value of 0,000 > 0,05 then H_0 is rejected and H_3 is accepted. So that H_3 in this research was accepted.
4. Transformational leadership partially has a significant influence on performance. This can be seen in the C.R value of 4,282 greater than 1,65 and the p- value of 0,000 > 0,05 then H_0 is rejected and H_4 is accepted. So that H_4 in this research was accepted.
5. Partial religiosity has no significant effect on performance. This can be seen in the C.R value of -0,710 smaller than 1,65 and the p-value of 0,477 < 0,05 then H_0 is accepted and H_5 is rejected. So the H_5 in this research was rejected.

c. Simultaneous test

Simultaneous hypothesis testing is carried out by looking at the R-square value in the AMOS output results. Simultaneously, the exogenous latent variable has a significant influence on the endogenous latent variable if the R-square value is positive.

Table 4. Simultaneous test (R-square)

	Estimate
Organizational Citizenship Behavior	.357
Performance	.522

Based on Table 4 it can be explained that the R-square value of exogenous latent variables to endogenous latent variables is: The magnitude of the influence of Religiosity, Transformational leadership and organizational citizenship behavior on performance was 0.522 or 52.2%. That is, religiosity, transformational leadership and organizational citizenship behavior have an influence of 52.2%. Meanwhile, the remaining 47.8% was explained by other variables outside the research model. While the magnitude of the influence of organizational citizenship behavior is 0.357 or 35.7%. That is, religiosity and transformational leadership have an influence of 35.7. Meanwhile, the remaining 64.3% was explained by other variables outside the research model.

3) Analysis of direct effect, indirect effect and total effect

Influence analysis is aimed at seeing how strong the influence of a variable with other variables either directly, or indirectly. The interpretation of these results will have an important meaning to determine performance in improving services to the community. The results of the calculation of direct, indirect and total influence are as follows:

Table 5. Standardized direct effects

	Religiosity	Transformational leadership	Organizational citizenship behavior	Performance
Organizational citizenship behavior	.287	.341	.000	.000
Performance	-.089	.558	.327	.000

Table 6. Standardized indirect effects

	Religiosity	Transformational leadership	Organizational citizenship behavior	Performance
Organizational citizenship behavior	.000	.000	.000	.000
Performance	.094	.112	.000	.000

Table 7. Standardized total effects

	Religiosity	Transformational leadership	Organizational citizenship behavior	Performance
Organizational citizenship behavior	.287	.341	.000	.000
Performance	.005	.670	.327	.000

Based on tables 6, 7 and 8 a combined diagram of direct effect and indirect effect can be made, as shown in the figure below.

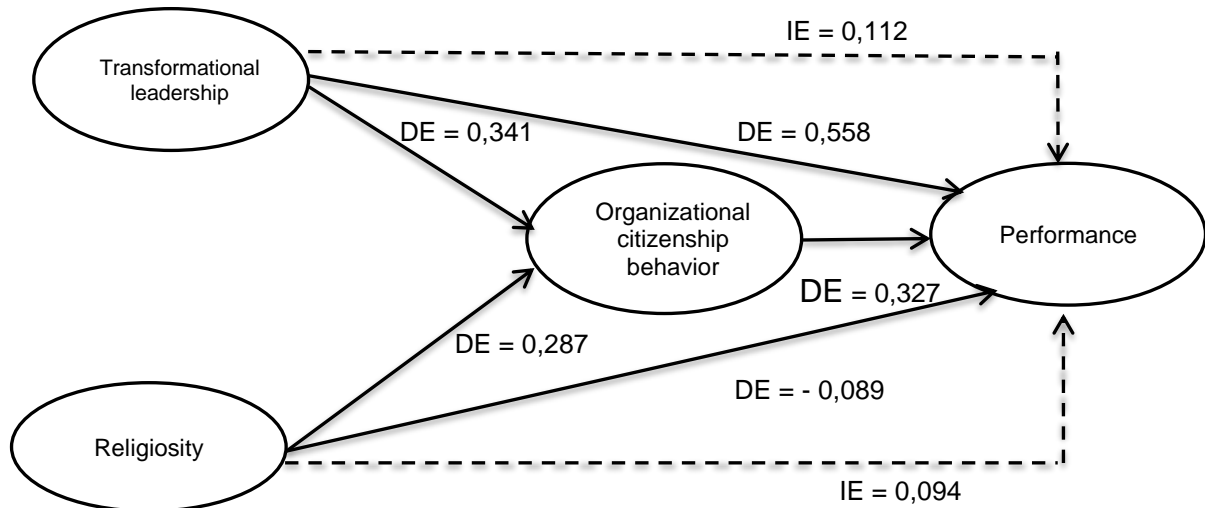


Figure 2. Results of direct, indirect and total effect

Information:

DE = Direct effect, with arrows full lines
 IE = Indirect effect, with arrows dot lines

Discussion

The results of the first hypothesis test show that transformational leadership has a partial positive effect on the organizational citizenship behavior of village officials, so it can be said that by increasing the transformational leadership of village heads, it can improve organizational citizenship behavior of village officials in Sungai Penuh City. This research is supported by the results of research conducted by Fang & Yu, (2023); Ha & Moon, (2023); Meliala et al., (2023) which also states that transformational leadership has a positive and significant effect on organizational citizenship behavior. Transformational leadership improvement can be done by paying attention to every dimension of transformational leadership, namely: ideal influence; inspirational motivation; intellectual stimulation; and individualized consideration. This means that village officials in Sungai Penuh City feel that good transformational leadership can influence how they want to contribute more to their organization voluntarily. The results of the second hypothesis test show that religiosity has a partial positive effect on the organizational citizenship behavior of village officials, so it can be said that by increasing the religiosity of village heads, it can improve organizational citizenship behavior of village officials in Sungai Penuh City. This research is supported by the results of research conducted by Puspitasari et al., (2022). There are several factors that can shape organizational citizenship behavior including religiosity as found in this study. Religiosity which is a personal relationship with the Almighty. Carrying out his will can be realized in various aspects of human life, one of which is when at work. Often worship is considered communicating to God with invisible activities, but also activities that seem like good behavior to fellow humans. Doing good is not only in places of worship, but can be done anywhere such as at work. So that religiosity has a positive influence on organizational citizenship behavior (Ariyanti, 2019). Research from Octaffiani & Violita, (2022) mentions that religiosity is very influential on voluntary behavior (Altruism). These results show that religious individuals will always try to do good deeds voluntarily such as helping or loving others. This is in accordance with research by Lina et al., (2022) which found that individuals who have high religious commitment will spend time working willingly.

The results of the third hypothesis test show that organizational citizenship behavior has a partial positive effect on the performance of village officials, so it can be said that by increasing the

organizational citizenship behavior of village heads, it can improve performance of village officials in Sungai Penuh City. The results of research on organizational citizenship behavior variables on performance found that the better organizational citizenship behavior applied by village officials, the higher the performance of village officials. To get high performance, the village head must improve the organizational citizenship behavior of village officials at the village office. This research is supported by the results of research conducted by Al-Madadha et al., (2023) with result evident that the employee perceptions play a role in determining the extent to which employees exhibit organizational citizenship behavior by creative performance. Likewise with research by Iswanti et al., (2023), The performance of civil servants who already have it can come from the generally accepted norms in society, not from a depressive situation at work. Employees who have worked for public organizations may exhibit organizational citizenship due to pressure from both the heavy responsibility they bear toward the larger community within the confines of their work area and the strict policies in place for various service-related areas, which force them to comply with the rules as part of their jobs daily. In line with this, organizational citizenship behavior affects performance, including corporate citizenship behavior. This happens because organizational citizenship behavior is an effort to support achieving public service goals.

The results of the fourth hypothesis test show that transformational leadership has a partial positive effect on the performance of village officials, so it can be said that by increasing the organizational citizenship behavior of village heads, it can improve performance of village officials in Sungai Penuh City. The results of research on transformational leadership variables on performance found that the better transformational leadership applied by village officials, the higher the performance of village officials. To get high performance, the village head must improve the transformational leadership of village officials at the village office. This research is supported by the results of research conducted Nurfaaizah et al., (2023), The results of the research indicate that the transformational leadership style has a positive and significant effect on employee performance. Based on the explanation above, it can be concluded that the transformational leadership style is a form of leadership that has the power to motivate a person or employee to improve their performance. Therefore, considering how important the transformational leadership style is for employees, what needs to be done by superiors is to provide guidance, direction and encouragement, besides that what is important in this case is to appreciate employees who have good achievements or are dedicated. This can make employees more active and responsible for their main tasks and realize better performance. This reason is reinforced by Robbins' theory which in his explanation states that leaders are able to stimulate subordinates to think creatively and innovatively (Alzoraiki et al., 2023; Islam et al., 2023; Zhu & Huang, 2023).

The results of the fifth hypothesis test show that religiosity has negative effect on the performance of village officials. Based on this study there is no influence between religiosity on performance, this can happen to each individual for certain reasons. Such is the case because each individual is ingrained in himself, must have the nature of obeying His God without thinking about anything else. Every individual has applied religiosity to himself, such as how to dress, compulsory worship and sunnah has been done well outside working hours, daily practices ranging from reading dhikr morning and evening, alms have been done even though not together with office colleagues. It is likely that religious nature has been ingrained in each individual for a long time. This research is supported by the results of research conducted Setyawati et al., (2020), But this study is not in line with research by (Ariyanti, 2019; Brooks et al., 2022; Lina et al., 2022). With the results of research obtained by them that religiosity has positive effect on the performance.

4. CONCLUSION

This study examines the effect of transformational leadership and religiosity on performance of village apparatus in Sungai Penuh City with organizational citizenship behavior as an intervening variable. This study used Structural Equation Model (SEM) analysis. The results that can be concluded from the research are transformational leadership has an effect on improving the performance of village officials in Sungai Penuh City. Religiosity does not affect the improvement of the performance of village officials in Sungai Penuh City, Organizational citizenship behavior affects the improvement of the performance of village officials in Sungai Penuh City. Organizational

citizenship behavior does not act as an intervening variable between the influence of transformational leadership on performance while Organizational citizenship behavior acts as an intervening variable between the influence of transformational leadership on performance. The village head should play a more important role as a originator of ideas, director and as a coordinator for the progress of the village. In order for Village Officials to be more motivated, they should have encouragement from themselves and leaders to carry out work in achieving the goals that have been set. It is expected that the competence of Village Officials will be further improved through knowledge and skills training to achieve progress. The results of this study have a number of suggestions, especially for village officials, to further improve their performance so that the village government system is well implemented. The suggestion for future research is to use independent variables that vary such as compensation, motivation, organizational climate, organizational culture. So that it can re-research with other objects to get generalization of research results

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