East African Scholars Journal of Economics, Business and Management
Abbreviated Key Title: East African Scholars J Econ Bus Manag
ISSN 2617-4464 (Print) | ISSN 2617-7269 (Online) |
Published By East African Scholars Publisher, Kenya
Volume-2 | Issue-9 | Sept-2019 | DOI:10.36349/EASJEBM.2019.v02i09.013

OPEN ACCESS

Research Article

The Effect of Leadership, Job Satisfaction and Organizational Commitment and Its Impact on Employee Performance with Organizational Citizenship Behavior as Mediating Variable (A Case Study at Regional Development Planning Board (BAPPEDA) of Aceh Jaya Dictrict, Aceh Province, INDONESIA)

Masri Annur Salmi[1], Zaini Fadhli[1], Abdul Rahman Lubis[1], Murkhana[1], Sofyan Idris[1*]
[1]Magister Management Program, Faculty of Economics and Business University of Syiah Kuala, Banda Aceh, Indonesia

*Corresponding Author
Sofyan Idris

Abstract: The purpose of this study is to analyze the influence of leadership, job satisfaction, and organizational commitment on the performance of employees directly and indirectly through organizational citizenship behavior. The research employed Multiple Linear Regression and Path Analysis as statistically analytical tool and SPSS as data processing software. By using census as a sampling technique, the research selected 54 employees working at Bappeda of the the district as respondents. The results showed that leadership has positive but not significant effect on employee performance, job satisfaction has positive and significant effect on employee performance, and organizational commitment has positive but not significant effect on employee performance. Indirectly, leadership, job satisfaction, and organizational commitment have positive but not significant effect on employee performance through organizational citizenship behavior.

Keywords: Leadership, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior, and Employee Performance.

INTRODUCTION

The Regional Development Planning Board or Bapedda is an element of the planning of the administration of the district administration in the field of regional development planning. In carrying out its functions, the agencyrequires qualified human resources as organizational drivers for the goals set by the organization can be achieved, Thus, the quality of the organization is determined by the role and quality of its employees. The success of it in achieving the organizational goals that have been determined of course very influenced by the performance of employees who are in the organization.

The agency in Aceh Jaya district is one of the organizations whose number of employees is relatively small, so that employees are expected to carry out the task outside of their responsibilities and obligations. Voluntary behavior to perform tasks that are not their duties without resort to things that prioritize the interests of the organization without expecting the rewards for what has been done becomes very important in achieving the organization's ultimate goals; so that it will improve the performance of these employees as well as organizational performance. Such behavior is known as organizational citizenship behavior (OCB).

Organizational citizenship behavior in an employee will arise if the employee is satisfied with his / her job, because it is assumed that employees who have high job satisfaction will be better able to show OCB than other disgrunted employees. In addition, employees with high job satisfaction will dedicate their efforts and display behaviors that may benefit the organization (Boon et al., 2011).

Quick Response Code

Journal homepage:
http://www.easpublisher.com/easjebm/

Article History
Received: 03.09.2019
Accepted: 13.09.2019
Published: 23.09.2019

Copyright @ 2019: This is an open-access article distributed under the terms of the Creative Commons Attribution license which permits unrestricted use, distribution, and reproduction in any medium for non commercial use (NonCommercial, or CC-BY-NC) provided the original author and source are credited.

Meanwhile, Employee commitment to the organization is also one of the things that can lead to organizational citizenship behavior, because organizational citizenship behavior is the result of organizational commitment (Foote et al., 2005). The more employees are committed to the organization, the more an employee takes on the demands of the task when needed so that the employee engages in various forms of organizational citizenship behavior (McShane et al., 2010).

The other factor that should be taken into account is Job satisfaction and organizational commitment of which are the things that should be considered by the organization, because with the existence of job satisfaction and high commitment will give a good impact for an organization. To increase job satisfaction and organizational commitment an employee, one of the things that must be considered is leadership in the organization, because leadership is one factor that can affect job satisfaction and organizational commitment. The level of job satisfaction and organizational commitment of an employee can not be separated from the role of leadership (Raharjo & Durrotun, 2006).

Another crucial variabel is leadership. It is one of the most important roles in organizations because leaders play a role in setting goals, allocate resources, focus attention on organizational goals, coordinate change, build personal relationships with subordinates and determine direction of improvement in case of errors (Sahertian & Soetjipto, 2011). Leaders have an enormous influence on organizational success, where leaders play a key role in formulating and implementing organizational strategy (Su'ud, 2000).

Based on the description that has been described, it is necessary to conduct empirical research to explain the influence of leadership on job satisfaction and organizational commitment and its impact on employee performance either directly or indirectly through organizational citizenship behavior.

LITERATURE REVIEW

Employee Performance

Performance is a record of results on a specific job function or activity over a given period of time (Gomes, 2003). Mahsun (2006) defines performance as a description of the level of achievement of the implementation of an activity, program, or policy in realizing the goals, objectives, mission and vision of the organization.

According to Robbins (2006), performance is an optimal achievement in accordance with the potential of an employee, it describes the extent of one's activities in carrying out tasks and strive in achieving the goals set.

Organizational Citizenship Behaviour

According to Podsakoff et al. (2000), organizational citizenship behavior is defined as behavior that exceeds expectations of normal roles or work requirements that overall enhance functional effectiveness in organizations.

Organizational citizenship behavior is a term used to identify employee behavior. Organizational citizenship behavior is defined as a free individual behavior, which is not directly rewarded by the formal reward system and thoroughly promotes the effectiveness of organizational functions. Organizational citizenship behavior is free and voluntary because the behavior is not required by role requirements or job descriptions that are clearly required under contract with the organization but as a personal choice (Organ (1988) in Podsakoff et al., 2000).

Organizational Commitment

Organizational commitment is a psychological construct that is a characteristic of the relationship of members of the organization to its organization and has implications for individual decisions to continue membership in the organization (Meyer & Allen, 1990). According to Luthans (2006), organizational commitment is a strong desire to remain a member of the organization, a desire to demonstrate a high effort on behalf of the organization and a strong belief in accepting organizational values and goals.

Robbins & Judge (2008) defines organizational commitment as a state in which a person takes sides with an organization for its purpose and its desire to maintain membership in the organization.

Job Satisfaction

Spector (1997) defines job satisfaction as an attitude that reflects how the individual's evaluative feelings about his work, both overall and from various aspects of his work. According to Robbins & Judge (2008), job satisfaction is a positive feeling about the work of someone who is the result of an evaluation of its characteristics. Meanwhile, according to Luthans (2006), job satisfaction is the result of employee perceptions about how well his job gives the things that are considered important.

Leadership

According to Yukl (2010), leadership is the process of influencing others to understand and agree on what needs to be done and how it can be done effectively, and the process of facilitating individual and group efforts to achieve common goals.

Kreitner & Kinicki (2010) defines leadership as a process of a person capable of influencing others to achieve common goals. Furthermore, according to Robbins & Judge (2008) leadership is the ability to

influence a group to achieve the vision or goal that has been set.

Bass (1985) in Northous (2005) states that the most effective leadership is leadership using the type of transformational leadership as well as the type of transactional leadership, since transformational leadership increases the effectiveness of transactional leadership.

RESEARCH METHODS

Population and Sample

The population in this study is all employees of the Regional Development Planning Board (Bappeda) of Aceh Jaya district which amounted to 54 employees, where all of the population are choosen as respondents in this study.

Data Analysis Technique

The technique of analyzing and processing data used in this research to test the hypothesis are regression anslysis, path analysis and SPSS software version 24.

Path analysis is an analytical technique to determine the direct influence, indirect influence (the influence that occurs between independent variables to the dependent variable through the intervening variable), and the total influence of an independent variable to the dependent variable (Streiner, 2005).

RESULTS AND DISCUSSIONS

Result	Direct	Indirect	Total
X1 → X2	0,803		0,803
X1 → X3	0,774		0,774
X1 → Y	0,058		0,058
X2 → Y	0,451		0,451
X3 → Y	0,295		0,295
Y → Z	0,492		0,492
X1 → Z	0,065		0,065
X1 → Y → Z		0,029	0,029
Total X1 → Z			0,036
X2 → Z	0,627		0,627
X2 → Y → Z		0,222	0,627
Total X2 → Z			0,849
X3 → Z	0,498		0,498
X3 → Y → Z		0,145	0,145
Total X3 → Z			0,353

X1 = Leadership
X2 = Job Satisfaction
X3 = Organizational Commitment
Y = Organizational Citizenship Behavior
Z = Employee Performance

DISCUSSIONS:

The Effect of Leadership on Job Satisfaction

Leadership has a positive and significant impact on job satisfaction, it is can be seen from the value of regression coefficient of 0.803 with a significant value of 0,000 (≤ 0.05). It shows that leadership in an organization can increase job satisfaction for employees, the better the leadership applied in an organization, the moreincrease the job satisfaction felt by employees.

The Effect of Leadership on Organizational Commitment

Leadership has a positive and significant impact on organizational commitment, it can be observed from the regression coefficient value of 0.774 with a significant value of 0.000 (≤ 0.05). It reveals that leadership in an organization can increase employees' commitment to the organization, the better the leadership applied in an organization, the higher the commitment of employees to the organization.

The Effect of Leadership on Organizational Citizenship Behavior

Leadership possesses positive but not significant influence on organizational citizenship behavior, this can be looked from the value of regression coefficient of 0.058 with a significant value of 0.706 (> 0.05). It indicates that leadership in an organization can improve organizational behavior of employee behavior, the better the leadership applied in an organization then the better the behavior of organizational citizenship behavior which is displayed by the employee.

The Effect of Job Satisfaction on Organizational Citizenship Behavior

It has a positive and significant effect on the organizational citizenship behavior, it can be seen from the regression coefficient value of 0.451 with a significant value of 0.042 (<0.05). It shows that employee job satisfaction can increase organizational citizenship behavior, the higher job satisfaction perceived by the employee the better also

organizational citizenship behavior displayed by employee.

The Effect of Organizational Commitment on Organizational Citizenship Behavior

It has positive but not significant effect on organizational citizenship behavior, it may be seen from regression coefficient value equal to 0,295 with significant value equal to 0,172 (> 0,05). It shows that employees' commitment to the organization can increase organizational citizenship behavior, the higher the employee commitment to the organization the better the organizational citizenship behavior displayed by the employee.

The Effect of Leadership on Employee Performance

Leadership has positive but not significant effect to employee performance, it is reflected from the value of regression coefficient of 0.065 with a significant value of 0.741 (> 0.05). It shows that leadership in an organization can improve the performance of employees, the better the leadership applied in an organization, the higher the performance generated by employees.

The Effect of Job Satisfaction on Employee Performance

It has a positive and significant effect on employee performance, it is revealed from regression coefficient value equal to 0,627 with significant value equal to 0,046 (≤ 0,05). It implies that job satisfaction perceived employees can improve its performance, the higher the job satisfaction perceived by employees, the higher the performance generated by the employee.

The Effect of Organizational Commitment on Employee Performance

It has positive but not significant effect on employee performance, it can be seen from regression coefficient value equal to 0,498 with significant value equal to 0,078 (> 0,05). It shows that the commitment of employees to the organization can improve its performance, the higher the commitment of employees to the organization, the higher the performance generated by employees.

The Effect of Organizational Citizenship Behavior on Employee Performance

OCB has a positive and significant effect on employee performance, it can be seen from regression coefficient value equal to -0.492 with significant value of 0,009 (≤ 0, 05). It shows that the behavior of organizational citizenship behavior can improve the performance of employees; the better the behavior of organizational citizenship behavior displayed by employees, the greater the performance produced by the employee.

The Effect of Leadership on Employee Performance through Organizational Citizenship Behavior

Leadership indirectly has positive but not significant effect to employee performance, it is seen from the value of path coefficient of 0,029 and value of z-value equal to 0,377 (<1,96). It shows that with the existence of organizational citizenship behavior in employees, then leadership will also have more influence on the performance of employees in an organization. In other words, employee performance can be influenced by leadership indirectly through organizational citizenship behavior.

The Effect of Job Satisfaction on Employee Performance through Organizational Citizenship Behavior

Job satisfaction indirectly has positive but not significant effect on employee performance, it can be seen from coefficient value of lane equal to 0,222 and z-value equal to 1,616 (<1,96). It shows that when employees feel satisfied with their work, it will show the behavior of organizational citizenship behavior in the organization, so that will have an impact on the results of its work. In other words, job satisfaction has an indirect effect on employee performance through organizational citizenship behavior.

The Effect of Organizational Commitment on Employee Performance through Organizational Citizenship Behavior

Organizational commitment has an indirect positive effect but not significant on employee performance, it is revealed from the coefficient value of the path of 0.145 and z-value of 1,236 (<1, 96). This shows that when employees have a high commitment to the organization, then the behavior of organizational citizenship behavior employees will also be better and it is therefore will improve the performance of employees as well. In other words, organizational commitment indirectly influences employee performance through organizational citizenship behavior.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

- Leadership has a positive and significant effect on job satisfaction. In other words, if the leadership in the agency is well implemented, then the job satisfaction felt by the employees will increase.
- Leadership has a positive and significant impact on organizational commitment. In other words, the leadership of the district of the board is well implemented, then the employee's commitment of the organization will increase.
- Leadership has positive but not significant effect on organizational citizenship behavior. In other words, if the leadership in the agency is well executed, the organizational citizenship behavior of employees will increase, but the leadership role in improving organizational citizenship behavior of employees has no significant contribution.

- Job satisfaction has a positive and significant effect on organizational citizenship behavior. In other words, if an employee of the board has a high job satisfaction, then the organizational citizenship behavior of employees will also increase.
- Organizational commitment has positive but not significant effect on organizational citizenship behavior. In other words, if the commitment of employees to the organization is high, then the organizational citizenship behavior of employees will also increase, but the role of the organizational commitment in improving organizational citizenship behavior of employees has no significant contribution.
- Leadership has positive but not significant effect on employee performance. In other words, if the leadership in the institution well done, employee performance will also increase, but the leadership role in improving employee performance does not have a significant contribution.
- Job satisfaction has a positive and significant effect on employee performance. In other words, if an employee of the board has a higher job satisfaction, then the performance of employees will also increase.
- Organizational commitment has positive but not significant effect on employee performance. In other words, if the commitment of employees of Bappeda to the organization is high, then the performance of employees will also increase, but the role of the commitment of the organization in improving the performance of employees has no significant contribution.
- Organizational citizenship behavior has a positive and significant effect on employee performance. In other words, if an employee of the agency has a high organizational citizenship behavior, then the performance of employees will also be better.
- Leadership has an indirect positive but not significant effect on employee performance through organizational citizenship behavior. In other words, in the higher the presence of organizational citizenship behavior on the employee of the agency would lead to a higher leadership role in improving the performance of employees
- Job satisfaction has an indirect positive but not significant effect on employee performance through organizational citizenship behavior. In other words, when an employee of the agency is satisfied with his work, it will display organizational behavior behavior in the organization, thus affecting the performance of employees.
- Organizational commitment has an indirect positive but not significant effect on employee performance through organizational citizenship behavior. In other words, when an employee of the institution has a commitment to the organization, the behavior of organizational citizenship behavior of employees will also be better, so that it will affect the performance of employees as well.

Recommendations

- If the agency of Aceh Jaya district wants to increase job satisfaction, organizational commitment, organizational citizenship behavior, and the performance of its employees, it is wise to increase the role of leadership within the agency. Leadership has the most important role in an organization, therefore the head of the agency as the leader must be able to run its leadership well for job satisfaction, organizational commitment, organizational citizenship behavior in such a way that the performance of its employees can increase as expected.
- Job satisfaction, organizational commitment, and organizational citizenship behavior of employees also contribute to the employee's performance. Thus, what can be done by the agency is to improve job satisfaction, organizational commitment, and organizational citizenship behavior of its employees such as: providing appropriate compensation, giving authority to each employee in decision-making related to his work, applying a positive work culture and so forth.

REFERENCES

1. Boon, J. A., Fletcher, L., & Mogotsi, I. C. (2011). Modelling the Relationships between Knowledge Sharing, Organisational Citizenship, Job Satisfaction And Organisational Commitment among School Teachers in Botswana. African Journal Library, Arch. & Inf.Sc, 21(1), 41-58.
2. Foote, D. A., Seipel, S. J., Johnson, N., & Duffy, M. K. (2005). Employee Commitment and Organizational Policies. Journal Management Decision, 43(2), 203-219.
3. Gomes, F. C. (2003). Human Resource Management. Yogyakarta, Indonesia: Andi Offset
4. Kreitner, R., & Kinicki, A. (2010). Organizational Behavior (9th ed). New York: McGraw-Hill.
5. Luthans, F. (2006). Organizational Behavior (Translation). 10th. Edition . Yogyakarta, Indonesia: Andi Publishing.
6. Mahsun, M. (2006). Performance Measurement for Public Service Sector. Yogyakarta, Indonesia: BPTE.
7. McShane, S. L., Glinow, V., & Mary, A. (2010). Organizational Behaviour: Emerging Knowledge Ana Practice for The Real World. New York: Mc-Graw Hill.
8. Meyer, J. P., & Allen, J. (1990). The Measurement and antecedents of affective, continuance, and normative commitment to Organization. Journal of occupational psychology, 63, 1-18.
9. Northous, P. G. (2005). Leadership Theory and Practice. New Delhi: De-Unique Printers.
10. Podsakoff, P. M., MacKenzie S. B., Paine J. B., & Bachrach D. G. (2000). Organizational Citizenship

Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research. Journal of Management, 2(3), 513-563.

11. Raharjo, T. S., & Durrotun, N. (2006). Analysis of Effect of Leadership Style on Job Satisfaction, Organizational Commitment and Employee Performance (Empirical Study At Religion Department of Kendal And Religious Department of Semarang City, Indonesia). Journal of Management & Organization Studies, 3 (2), 69-81.
12. Robbins, S. P. (2006). Organizational Behavior (Translation). Jakarta, Indonesia: Salemba Empat Publishing Company
13. Robbins, S. P., & Judge, T. A. (2008). Organizational Behavior (Translated). Jakarta, Indonesia: Salemba Empat Publishing Company
14. Sahertian, P., & Soetjipto, B. E. (2011). Improving employee's organizational commitment, self-efficacy, and organizational citizenship behavior through the implementation of task-oriented and relationship-oriented leadership behavior. The Business Review, 7(2), 48-60.
15. Spector, P. E. (1997). Job Satisfaction: Application, Assessment, Causes, and Consequences. New York: Sage Publications.
16. Streiner, D. L. (2005). Finding Our Way: An Introduction to Path Analysis. Can J Psychiatry, 50(2), 115-122.
17. u'ud, M. (2000). Social Perspective on Leader's Creditability. Sinergic Research on Business and Management, 3(1), 51-65.
18. Yukl, G. (2010). Leadership in Organizations (Translation). 8th.Edition. Jakarta, Indonesia: Pt Indexs.