



THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CLIMATE ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS A MEDIATING VARIABLE (STUDY OF PROBOLINGGO REGENCY MANPOWER SERVICE EMPLOYEES)

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Abstract

The Influence of Transformational Leadership and Organizational Climate on Employee Performance with Organizational Citizenship Behavior as a Mediating Variable (Study of Probolinggo Regency Manpower Service Employees). This research was conducted at the Probolinggo Regency Manpower Office. The population used in this research was all permanent employees of the Probolinggo Regency Manpower Service, totaling 55 people. The sample in this study was aimed at permanent employees of the Probolinggo Regency Manpower Service. Then the sample size in this study was not large, so the author took the entire population, namely 55 permanent employees of the Probolinggo Regency Manpower Service to get a better level of accuracy.

Keywords: *Leaders and Leadership, Transformational leadership, Organizational Climate, Organizational Citizenship Behavior, Employee Performance*

1. INTRODUCTION

Some organizations are having difficulty running their business during the current global crisis. Some organizations have even reduced headcount as they concentrate on ways to improve performance while remaining competitive. Although organizations often neglect internal integration, such as improving the quality of human resources (HR), which is an important organizational asset, these efforts are important to adapt to changes in their external environment. An organization's ability to survive and thrive has been demonstrated by the ability to manage all the resources it has (Podsakoff, 2022). In organizational life, leaders play a very important role, it could even be said to be very decisive, in efforts to achieve predetermined goals. It is true that leaders, both individually and as a group, cannot possibly work alone. Leaders need another group of people, popularly known as subordinates, who are driven in such a way that the subordinates provide devotion and contribution to the organization, especially in ways of working that are efficient, effective, economical and productive.

From the facts above, leaders are important, because leaders or managers are not the same as employees, because a leader cannot do the work alone. The success of an organization is largely determined by the results of the work carried out by other people (subordinates). To carry out his duties as a manager he must distribute the tasks and work to all employees in his work unit according to the hierarchy. A leader must be able to create a conducive atmosphere, provide sufficient attention, reward work performance, establish good communication with all employees. To create such conditions, efforts are needed to improve the quality of the existing organizational climate and optimize employee performance. This is possible if good leaders are created and work optimally. Because no matter what the goal of the organization/company, one of which is to improve employee performance.

In the scope of the Probolinggo Regency government, performance is an important aspect of the success of an organization that aims to serve the community, public services are a forum for providing the community with legality from the government, to realize maximum public service delivery, officials are



needed who are able to act professionally in their duties. The facts show that the performance quality index of the Indonesian State Civil Apparatus (ASN) is very low. When compared with other countries' ASNs, the performance of Indonesian ASNs is far behind (Ministry of State Apparatus Empowerment and Bureaucratic Reform).

ASN's status as a State Servant of the Probolinggo Regency government is supposed to provide good services to the community. However, news reports often show the performance of ASNs in various regions in Indonesia committing violations, such as being outside the office during working hours, unsatisfactory service quality and many more. Likewise, ASN non-compliance behavior, including violations of time discipline, administrative discipline, and competency at work, is also not paid attention to, which then leads to low work productivity and achievement of previously set performance targets. This is reinforced by research results which show that the level of work ethic and work productivity of ASN is much lower, namely only around 50%, when compared to the work ethic and productivity of employees working in the private sector. (<https://abdinegaramuda.org/>).

The performance of Probolinggo Regency government ASN is an important matter and needs to receive sufficient attention in order to increase and improve it. It is very useful to see or assess the quantity, quality and efficiency of services; encouraging employees to better understand the needs of the communities they serve and to make improvements to public services (Keban, 2020). In public sector organizations, performance measurement is very important because performance measurement is closely related to public accountability. The results of the work must be reported in the form of a performance accountability report as a representative of the competence of the work carried out (Pareke, 2020).

Based on an initial interview with the Head of the District Manpower Service, Probolinggo, Mr. H. Doddy Nur Baskoro, S.Sos, M.Si, concluded that employee performance in general is good, but there are still several things that need to be addressed in order to improve the performance of District Manpower Department employees, Probolinggo. During his tenure at the Probolinggo Regency Manpower Service, when giving directions to his employees, he also paid attention to how they completed the tasks given. Most employees initially determine the objectives of the work and arrange stages for completion. If the tasks given are contained in the Standard Operating Procedure (SOP), then the implementation is in accordance with the SOP accompanied by risk mitigation. After the work is completed, the Head of Service checks the quality of the work so that the output of the task is appropriate or some can even complete it beyond expectations.

During the process of carrying out tasks, employees must not forget to convey progress periodically to superiors, with the aim that superiors can monitor time management and risk mitigation can be carried out optimally. He also did not forget that after conveying directions to the employees, he carried out confirmation to ensure that the directions given had been well received by them, so that the work could proceed in accordance with the directions and applicable regulations. The Manpower Service Office consists of 55 (fifty five) employees, in order to maintain closeness and closeness between employees, they also maintain awareness between co-workers and continue to be fostered by holding joint events which are attended by all employees, both leaders and subordinates, with the aim of increasing good corporate spirit towards all elements of employees. Another aim of the gathering is to maintain close ties between employees to make it easier to coordinate. When adjusting working hours, it is implemented by considering the performance targets to be achieved and the rules regarding employee rights regarding working hours. During all hours, employees always work professionally according to their respective duties and respect each other.

Leaders and Leadership

Hutahean (2021) said that essentially the definition of leadership is divided according to individual characteristics, individual influence on other people, interaction patterns, administrative position, and other people's perceptions regarding the legitimacy of influence.

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Transformational leadership

According to Robins in Sanjaya (2021), transformational leadership is a situation where the followers of a transformational leader feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than what they initially expected.

Organizational Climate

Fakhry and Tien (2021) say that climate in an organization can be obtained by collecting the perceptions and subjective responses of organizational members to the organizational environment through the dimensions of organizational climate.

Organizational Citizenship Behavior

Robbins and Judge (2018) stated that organizational citizenship behavior is a choice behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. Sadeghi, et al. (2020) stated that organizational citizenship behavior is a set of behaviors that are not included in the formal requirements for work in an organization, but this can help the work and effectiveness of an organization.

Employee Performance

Busro (2020) believes that human resource performance is the performance or work results (output) both quality and quantity achieved by human resources over a period of time in carrying out their work duties in accordance with the responsibilities given to them.

2. RESEARCH METHODS

Types of Research and Research Locations

This research was conducted at the Probolinggo Regency Manpower Service.

Population and Sample

The population used in this research was all permanent employees of the Probolinggo Regency Manpower Service, totaling 55 people. The sample in this study was aimed at permanent employees of the Probolinggo Regency Manpower Service. Then the sample size in this study was not large, so the author took the entire population, namely 55 permanent employees of the Probolinggo Regency Manpower Service to get a better level of accuracy. This technique is called a census technique because it uses the entire population without having to draw research samples as units to be observed (Sugiyono, 2017).

3. RESULTS AND DISCUSSION

Outer Model Analysis Results

Table 1. Convergent Validity Test Results

Variable	Items	Outer Loading	Information
Transformational leadership (X1)	X1.1	0.756	Valid
	X1.2	0.874	Valid
	X1.3	0.735	Valid
	X1.4	0.736	Valid
	X1.5	0.892	Valid
	X1.6	0.824	Valid
	X1.7	0.860	Valid
	X1.8	0.694	Valid
	X1.9	0.806	Valid
Organizational Climate (X2)	X2.2	0.795	Valid
	X2.3	0.821	Valid
	X2.4	0.753	Valid
	X2.5	0.794	Valid
	X2.6	0.771	Valid

Variable	Items	Outer Loading	Information
Employee Performance (Y)	X2.7	0.839	Valid
	X2.8	0.878	Valid
	Y.1	0.813	Valid
	Y.2	0.743	Valid
	Y.3	0.810	Valid
	Y.4	0.851	Valid
	Y.5	0.840	Valid
	Y.6	0.858	Valid
	Y.7	0.672	Valid
	Y.8	0.762	Valid
Organizational Citizenship Behavior (Z)	Z.1	0.865	Valid
	Z.2	0.778	Valid
	Z.3	0.727	Valid
	Z.4	0.858	Valid
	Z.5	0.671	Valid
	Z.6	0.753	Valid
	Z.7	0.655	Valid
	Z.8	0.848	Valid
	Z.9	0.890	Valid
	Z.10	0.832	Valid

Source: Processed Data, 2023

Based on the table above, the results of the convergent validity test show that all indicators have an outer loading value of ≥ 0.5 , which means that all indicators in the Transformational Leadership, Organizational Climate, Employee Performance and Organizational Citizenship Behavior variables are declared valid for measuring the variables.

Table 2. Discriminant Validity Test Results

Variable	Average Variance Extracted(AVE)	Information
Transformational leadership	0.640	Valid
Organizational Climate	0.653	Valid
Employee Performance	0.633	Valid
Organizational Citizenship Behavior	0.627	Valid

Source: Processed Data, 2023

Based on the measurement results above, it shows that the discriminant validity for the variables Transformational Leadership, Organizational Climate, Employee Performance and Organizational Citizenship Behavior, each variable has an average variant extracted (AVE) value ≥ 0.5 , which means that the model used in this research is valuable. valid and good in carrying out measurements.

Table 3 Results of Composite Reliability Values and Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha
Transformational leadership	0.929	0.911
Organizational Climate	0.941	0.929
Employee Performance	0.932	0.916
Organizational Citizenship Behavior	0.943	0.933

Source: Processed Data, 2023

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Based on table 5.4.1.3 above, it can be seen that all variables in this study have composite reliability values and Cronbach's alpha ≥ 0.5 , which means that all these variables have good reliability values and are reliable for continuing measurement.

Inner Model Analysis Results

Table 4 Results of Determination Coefficient (R²)

Variable	R Square Value
Employee Performance	0.739
Organizational Citizenship Behavior	0.438

Source: Processed Data, 2023

The results of measuring the coefficient of determination (R²) of the Employee Performance variable are 0.739 or 73.9%, which means that the variance of the employee performance variable can be explained by the Transformational Leadership, Organizational Climate and Organizational Citizenship Behavior variables of 73.9% and 26.1%. can be explained through other variables that are outside this research.

Meanwhile, the results of measuring the coefficient of determination on the Organizational Citizenship Behavior variable have a value of 0.438 or 43.8%, meaning that the variance of the Organizational Citizenship Behavior variable explained by the Transformational Leadership, Organizational Climate and Employee Performance variables is 43.8% and 56.2% as the rest can be influenced by other variables outside the research conducted.

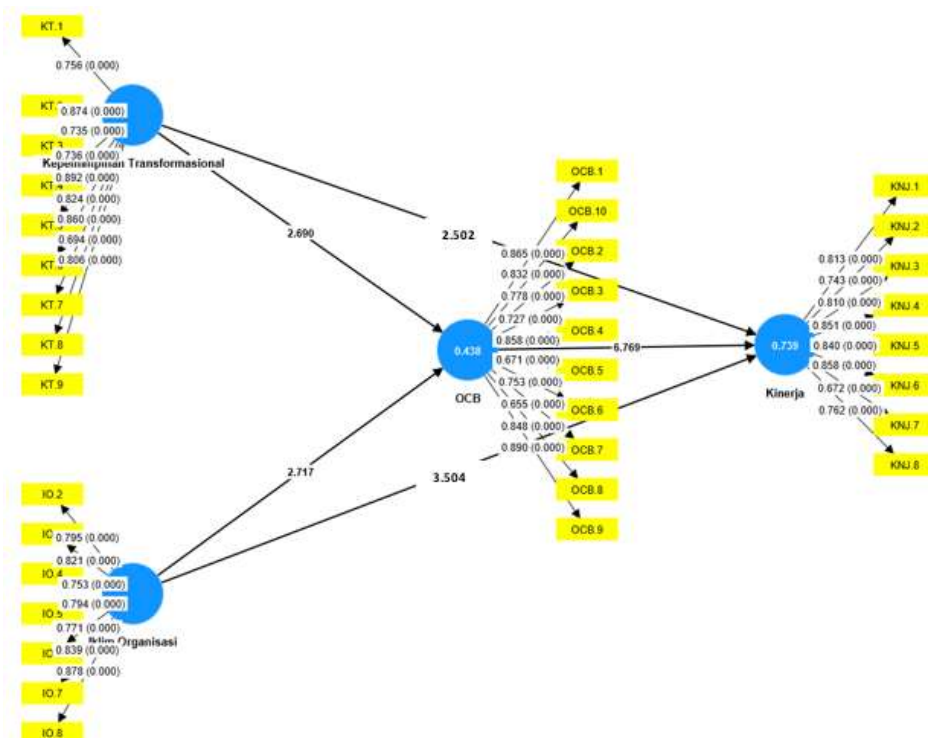


Figure 1 Model Fit Results of Partial Least Square (PLS) Analysis



Direct Influence

Table 5 Direct Effect Test Results

Hypothesis	Original Sample	Standard Deviation	Q Stastitic	P Values	Information	
					H _a	H ₀
X1 → Y	0.321	0.111	2,502	0.003	Accepted	Rejected
X2 → Y	0.258	0.139	3,504	0,000	Accepted	Rejected
X1 → Z	0.390	0.132	2,269	0,000	Accepted	Rejected
X2 → Z	0.466	0.139	2,717	0,000	Accepted	Rejected
Z → Y	0.311	0.100	6,769	0,000	Accepted	Rejected

Source: Processed Data (2023)

Indirect Influence

Hypothesis	Original Sample	Standard Deviation	Q Stastitic	P Values	Information	
					H _a	H ₀
X1 → Z → Y	0.390	0.110	2,916	0,000	Accepted	Rejected
X2 → Z → Y	0.466	0.188	2,197	0,000	Accepted	Rejected

Source: Processed Data (2023)

Discussion of Research Results

Transformational leadership has a significant effect on employee performance

The results of the descriptive analysis show that transformational leadership in the Probolinggo Regency Manpower and Transmigration Service is categorized as good. This is demonstrated by the leadership of the Probolinggo Regency Manpower and Transmigration Service always prioritizing the interests of the organization over the interests of other people or personal interests, providing moral standards and good examples for employees, motivating and inspiring to raise employee morale to achieve organizational goals and also the leadership providing services as a mentor to employees. Probolinggo Regency Manpower and Transmigration Service leaders who have this attitude will improve employee performance to work better.

The skill of Probolinggo Regency Manpower and Transmigration Service employees in carrying out the tasks given cannot be separated from the role of leaders who are able to provide guidance to employees. The more attention that Probolinggo Regency Manpower and Transmigration Service leaders give to employees can also make employees avoid actions that endanger the organization. Transformational leaders such as the head of the Probolinggo Regency Manpower and Transmigration Service also provide motivation to employees so that employees can adapt to the existing work environment and improve employee performance.

The research results show that there is a positive and significant influence between transformational leadership on employee performance. This means that the better transformational leadership, namely ideal influence, inspirational motivation, intellectual stimulation, and individual influence, the better employee performance will be created. The results of this research are in line with the research results of Jnaneswar K and Gayathri Ranjit (2020)., (Jyoti & Bhau, 2015)., Khan, et al (2020)., Nasir, et al (2022)., Nguyen, et al. (2016) found evidence that transformational leadership influences employee performance.

Organizational climate has a significant effect on employee performance

The results of the descriptive analysis show that the organizational climate at the Probolinggo Regency Manpower and Transmigration Service is categorized as good. This is shown by the leadership of the Probolinggo Regency Manpower and Transmigration Service and employees having good communication, good communication between fellow employees, the salary given by the institution is adequate in accordance with the work responsibilities of each employee, the Probolinggo Regency Manpower and Transmigration Service agency provides opportunities for each employee to excel in order to fill a higher position or position, and the agency provides the opportunity for each employee to take

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part in training to improve their skills. The Probolinggo Regency Manpower and Transmigration Service which has a good organizational climate will improve employee performance to work better.

Creating an organizational climate is very important because it becomes a person's perception of what is obtained from the agency and is used as a basis for determining subsequent member behavior and the climate is determined by how well members are directed. The climate within an organization is more important than before because organizations need to ensure who is able to provide improved performance and who still wants to be in the agency, and wants to continue working for the benefit of the agency. The research results show that there is a positive and significant influence between organizational climate on employee performance. This means that the better the workplace environment will influence employee behavior and form cooperation between employees to achieve common goals within the company. The results of this research are in line with the research results of Moslehpur, et al. (2018)., Obeng, et al. (2020), Permarupan, et al (2013) show that organizational climate has a positive and significant effect on performance.

Transformational Leadership has a significant effect on Organizational Citizenship Behavior

The results of the descriptive analysis show that transformational leadership has an important role in fostering extra-role behavior of employees at the Probolinggo Regency Manpower and Transmigration Service. The behavior of the leader of the Probolinggo Regency Manpower and Transmigration Service by conveying the company's vision and mission, the leader of the Probolinggo Regency Manpower and Transmigration Service is able to generate a sense of pride and gain the trust of his employees, is able to provide work motivation and inspire employees, especially by implementing disciplined behavior, is able to stimulate employee innovation by involving in new projects and paying attention to each individual regarding the differences and needs of employees through advice, direction and training which will improve organizational citizenship behavior in Probolinggo Regency Manpower and Transmigration Service employees.

The increase in organizational citizenship behavior among Probolinggo Regency Manpower and Transmigration Service employees is characterized by increased behavior in helping fellow co-workers voluntarily, appreciating and respecting co-workers in preventing problems from arising, accepting unpleasant situations without complaining about company rules or systems, responsible through taking part in and caring about the company's activities as well as approving, supporting and defending the achievement of targets through active participation and the desire to achieve achievements that exceed assessment standards at all times. Basically, organizational citizenship behavior in Probolinggo Regency Manpower and Transmigration Service employees can be improved through increasing the intensity of transformational leadership applied by superiors.

The research results show that there is a positive and significant influence between transformational leadership on organizational citizenship behavior. This means that the better the transformational leadership you have, the stronger the influence on employees' willingness to engage in organizational citizenship behavior so that they can make an important contribution to the effectiveness of the agency. The results of this research are in line with research by Wijaya, RS (2018), Amri, Abidin and Nurmayanti (2017), Ngadiman, et al., (2013), Rahmadani, et al., (2019) showing that Transformational leadership has a positive and significant effect on Organizational Citizenship Behavior.

Organizational climate has a significant effect on Organizational Citizenship Behavior

The results of the descriptive analysis show that the organizational climate at the Probolinggo Regency Manpower and Transmigration Service found that this agency has a good organizational climate as well as organizational citizenship behavior which is categorized as good. This relationship can be explained by the fact that employee behavior that shows organizational citizenship behavior is determined if the employee perceives a conducive organizational climate in the organization.

The higher the employee's perception that the organizational climate is good, the higher the organizational citizenship behavior of the employees. Conversely, if the organizational climate is perceived as not good, the lower the employee's organizational citizenship behavior will be. So it is



necessary to maintain and further improve the organizational climate conditions at the Probolinggo Regency Manpower and Transmigration Service through synchronization and conformity between organizational values and demands and leader behavior with employee needs and demands, such as paying more attention to room conditions so that employees feel comfortable and feel at home with the place where they work, foster mutual trust between employees, mutual support between members of the organization, there is healthy communication between members of the organization so that a good organizational climate will always be maintained and foster better organizational citizenship behavior in employees.

The research results show that there is a positive and significant influence between organizational climate on organizational citizenship behavior. If the organizational climate is perceived positively then individuals as members of the organization will voluntarily carry out their work in the organization beyond what is expected and implemented. Organizational climate will have a positive impact if the organizational climate meets the feelings and needs of employees. Climate is determined by how well members are directed, built and appreciated by the organization so as to form positive behavioral patterns, including organizational citizenship behavior. The results of this research are in line with research by Rahmadani et al, (2019), Pudjiono and Sahra (2019), Ukkas and Latif (2017) which show that organizational climate has a significant effect on Organizational Citizenship Behavior.

Organizational Citizenship Behavior has a significant effect on Employee Performance

The results of the descriptive analysis show that organizational citizenship behavior at the Probolinggo Regency Manpower and Transmigration Service found that the agency was categorized as good as well as employee performance was also categorized as good. This relationship can be explained when employees of the Probolinggo Regency Manpower and Transmigration Service feel that the work they are doing is good, so they will volunteer to do work outside of their responsibilities, even working optimally in completing their work. This willingness is known as organizational citizenship behavior. Everything was done because he wanted to repay the positive experience he had gained.

The existence of this influence shows that employees who perform the work they do as optimally as possible do that work with their best performance. Probolinggo Regency Manpower and Transmigration Service employees are more responsible for improving the progress of their company, helping co-workers even if it is outside their duties, willing to work outside the standards that have been determined for them, accepting and tolerating less than ideal conditions in the company, preventing problems from arising with co-workers. This means that the better a person's performance towards their work, the higher the organizational citizenship behavior towards the organization. This organizational citizenship behavior has a positive influence on employees and the organization, employees who behave organizational citizenship behavior will easily collaborate with other people, and get a positive response from superiors.

The research results show that there is a positive and significant influence between organizational citizenship behavior on employee performance. High employee performance will encourage organizational citizenship behavior, meaning employee behavior that exceeds what has been standardized by the company. The results of this research are in line with research by Chiang and Hsieh, (2012), Martineza & Tindalea, (2015), Podsakoff & MacKenzie, (2013), Yohana, (2017) showing that Organizational Citizenship Behavior has a positive and significant effect on Performance.

Transformational Leadership has a significant influence on Performance through Organizational Citizenship Behavior

Based on hypothesis testing, there is an indirect influence between transformational leadership on employee performance through organizational citizenship behavior. The research results show that there is a positive influence between transformational leadership on employee performance through organizational citizenship behavior. This means that transformational leadership is good, then employee organizational citizenship behavior will be good, resulting in better employee performance. Organizational citizenship behavior does not escape its relationship with the performance of Probolinggo Regency Manpower and Transmigration Service employees. OCB is closely related to the behavior of an

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individual in the work environment which arises based on initiative and is free. This extra attitude is created on the basis of individuals contributing beyond their role in the workplace and making it possible to be given rewards according to their work results.

Employee performance mediates the relationship between transformational leadership and organizational citizenship behavior. The application of a transformational leadership style is not able to influence organizational citizenship behavior directly, but the application of a transformational leadership style can influence employee performance and employee performance will influence organizational citizenship behavior. The transformational leadership carried out by the leadership of the Probolinggo Regency Manpower and Transmigration Service is able to encourage and influence employees through inspiration and the example of a leader. This is because a leader's ability to manage people cannot be separated from their characteristics. The research results are in line with research by Podsakoff et al. (1990), found that the influence of transformational leadership on OCB was indirect, mediated by employee performance. The same thing was also stated by Nguni et al. (2006) found that employee performance was a mediator of the influence of transformational leadership on OCB.

Organizational climate has a significant influence on performance through Organizational Citizenship Behavior

Based on hypothesis testing, there is an indirect influence between organizational climate on employee performance through organizational citizenship behavior. The research results show that there is a positive influence between organizational climate on employee performance through organizational citizenship behavior. This means that the organizational climate is good, the organizational citizenship behavior of employees will be good, resulting in better employee performance.

An employee of the Probolinggo Regency Manpower and Transmigration Service, when doing things outside his job description, is not moved by anything that is profitable for himself, but due to individual initiative behavior has a feeling of satisfaction if he can help and do something more that can increase the effectiveness of the organization. Organizational citizenship behavior in employees has a positive impact on the company, apart from being caused by the employee's commitment to the company, it is also caused by the organizational climate. Employees feel comfortable with the work they do, so the employee will work optimally in completing their work, even doing some things that may be outside their duties. Organizational citizenship behavior in employees is an important concern for companies because it can improve the performance and function of the organization.

With a positive organizational climate it is felt that it can improve OCB in employees, so with good OCB employees will be involved in organizational activities and are more likely to be cooperative and work to complete tasks well. Employees with high OCB are also considered to tend to be more able to be innovative, provide the best service and can create a pleasant atmosphere in the organization. On the other hand, an organizational climate that is less conducive in a company can give rise to unfriendly relations between colleagues in the organization, tasks that are not neatly structured, ineffective monitoring, a bad work environment, and result in poor employee performance and productivity.

The results of this study are in line with research by Gholami et al. (2015), and Shintawati (2014), added that there is a direct indirect influence between organizational climate on performance through OCB in employees. This is the same as Karundeng's (2013) research discussing organizational climate on employee performance through OCB, that OCB mediates significantly between organizational climate and employee performance, which means that employee performance increases or decreases depending on the organizational climate, OCB behavior in an organization. .

4. CONCLUSION

Based on the research results, in order to answer the research objectives, the following research conclusions can be drawn:

1. At the Probolinggo Regency Manpower and Transmigration Service, the transformational leadership practices applied are charismatic, inspirational motivation, intellectual stimulation, and individual influence which effectively creates better employee performance.



2. At the Probolinggo Regency Manpower and Transmigration Service, the organizational climate practices implemented, namely communication, employee rewards, responsibilities and opportunities, effectively create better employee performance.
3. At the Probolinggo Regency Manpower and Transmigration Service, the transformational leadership practices applied, namely charismatic, inspirational motivation, intellectual stimulation, and individual influence can effectively improve employee extra-role behavior (OCB).
4. At the Probolinggo Regency Manpower and Transmigration Service, the organizational climate practices implemented, namely communication, employee rewards, responsibilities and opportunities, can effectively improve employee extra-role behavior (OCB).
5. At the Probolinggo Regency Manpower and Transmigration Service, OCB practices, namely altruism, conscientiousness, sportsmanship, courtesy and civic virtue, effectively create better employee performance.
6. At the Probolinggo Regency Manpower and Transmigration Service, it has been proven that the application of transformational leadership through OCB can effectively improve employee performance. So OCB is able to mediate between transformational leadership and employee performance.
7. At the Probolinggo Regency Manpower and Transmigration Service, it has been proven that implementing organizational climate through OCB can effectively improve employee performance. So OCB is able to mediate between organizational climate and employee performance.

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