

The Effect of Leadership Style, Motivation on Employee Performance and Organizational Citizenship Behavior (OCB) As Mediating Variable in Indonesia Manufacturing Company

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Abstract:

Background: The main purpose of this study was to determine the effect of leadership style, motivation on employee performance with Organizational Citizenship Behavior as a mediating variable in Indonesian Manufacturing Companies using a quantitative descriptive approach.

Materials and Methods: The data in the study were obtained from 52 respondents who are employees of The Manufacturing Company in Indonesia. Data analysis in this study used an alternative method of structural equation modeling (SEM), namely partial least squares (PLS). The first stage in this research is to test the validity of each variable's questions along with their reliability. The second stage examines the relationship of leadership style, motivation to employee performance with Organizational Citizenship Behavior as a mediating variable.

Results: The results of this study state that the variable leadership style, motivation has a positive and significant effect on employee performance, while the variable Organizational Citizenship Behavior has no effect on employee performance.

Key Word: Leadership Style, Motivation, Organizational Citizenship Behavior, Employee Performance.

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I. Introduction

In the current era of globalization, all companies are required to compete in the product innovations they make in order to be able to win the competition with companies that are competitors. The success of a company is supported by several factors including in terms of Human Resources (HR). Determining the quality of Human Resources is needed by the company to fill in every line of the company's organizational structure which of course has been adjusted to the expertise possessed. Companies are required to manage their human resources well for the progress and success of the company. To measure the success of the company, which is not only through the calculation of the ratio but through other things that are broader. The concept is to use performance (performance), performance covers all aspects of the economy and other operational aspects which include production. In the manufacturing company, each production line process has a Person In Charge (PIC) which has been set according to production capacity. If in this line there are employees who do not come to work, it will affect the next process, namely delays in the production process, from this it can result in not achieving the production process, delays in delivery to customers and a decrease in customer confidence in the company. Performance is something that is displayed by a person or process related to the assigned task. Success in the company's processes is determined by the achievement of good performance results by employees. If employee performance continues to decline, it will have a major impact on the company, the company's target will not be achieved.

Companies are required to manage their human resources well for the progress and success of the company. To measure the success of the company, which is not only through the calculation of the ratio but through other things that are broader. The concept is to use performance (performance), performance covers all aspects of the economy and other operational aspects which include production. In the manufacturing company, each production line process has a Person In Charge (PIC) which has been set according to production capacity. If in this line there are employees

who do not come to work, it will affect the next process, namely delays in the production process, from this it can result in not achieving the production process, delays in delivery to customers and a decrease in customer confidence in the company. Performance is something that is displayed by a person or process related to the assigned task. Success in the company's processes is determined by the achievement of good performance results by employees. If employee performance continues to decline, it will have a major impact on the company, the company's target will not be achieved. Human Resource Management According to Simamora in Sutrisno (2014: 5) human resource management is the utilization, development, assessment, remuneration and management of individual members of the organization or group of workers.

Human resource management has a very important role for a company where human resources regulate and manage productivity in the company. This is supported by Mulyadi (2016: 89) human resource management (HRM) has an important role, including regulating and determining employee work programs that include several important aspects, among others, determining the quantity and quality and determining the workforce so that activities can be effective and efficient. in accordance with the company's objectives that have been made in the work plan or work program. According to Edy Sutrisno (2016: 7) states that human resource management has a definition as a planning, organizing, directing, and supervising the procurement, development, compensation, integration, maintenance, and termination of employment with a view to achieving the company's organizational goals in an integrated manner.

Leadership Style According to Rivai (2014:42) leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader. According to Heidjrachman and Husnan in Frengky Basna (2016: 320) leadership style represents the philosophy, skills, and attitudes of leaders in politics. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals. According to Hasibuan (2016: 170) Leadership Style is the way a leader influences the behavior of subordinates which aims to encourage work passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals.

Motivation, Widodo (2015: 187) Motivation is a force that exists in a person, which drives his behavior to take action. Mangkunegara (2013:94) Motivation is a condition that has an effect on generating, directing and maintaining behavior related to the work environment. Work motivation is a process that explains a person's strength (intensity), direction (direction), and persistence (persistence) in an effort to achieve goals (Robbins, 2015:127). And Base on Catur Widayati, Anggi W. Universitas Mercu Buana Jakarta in " *The Effect of Transformational Leadership Style, Work Motivation and Diciplin on Emplyee Performance*" Dinasti International Journal of Digital Business Management (DIJDBM) Volume 1, Issue 2, February 2020, P290-300, The work motivation does not affect the performance of Koperasi Berkah Makmur employees, this is because the rights of employees such as holiday allowances, compensation, and employee welfare have been fulfilled. Motivation according to Kreiner and Kinicki in Wibowo (2016: 322) is a psychological process that generates and directs behavior towards goal achievement or goal-directed behavior. Motivation is a process that moves or encourages someone to do an act to achieve the expected goals.

Organizational Citizenship Behavior (OCB) Organizational Citizenship Behavior (OCB) involves several behaviors including helping others, volunteering for extra tasks, obeying workplace rules and procedures. These behaviors illustrate the added value of employees which is one form of prosocial behavior, namely positive, constructive and meaningful social behavior to help. Aldag and Resckhe in Titisari (2014:5). Organ in Titisari (2014: 5) defines Organizational Citizenship Behavior (OCB) as individual behavior that is free, not directly or explicitly related to the reward system and can improve the effective functioning of the organization, while Dyne et.al in Titisari (2014: 6) Organizational Citizenship Behavior (OCB) is behavior that benefits the organization and or tends to benefit the organization, voluntarily and exceeds what the role demands.

Employee performance according to Mangkunegara (2014: 67) the term performance comes from the word job performance or actual performance (work achievement or achievement that is actually achieved by a person. Understanding performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given. Performance is the result achieved by a person according to the size applicable to the job in question. A person's performance can be seen through his activities in carrying out daily work. This activity describes how he tries to achieve the goals that have been set (Sudaryono 2017:67). Meanwhile, according to Wirawan (2015: 238) the term performance is an abbreviation of work energy kinetics, namely human energy if typed or employed will produce work output. It can be concluded that performance is the level of achievement or results that have been achieved by employees in carrying out their duties.

II. Material And Methods

The data in the study were obtained from 52 respondents who are employees of The Manufacturing Company in Indonesia. Data analysis in this study used an alternative method of structural equation modeling (SEM), namely partial least squares (PLS). The first stage in this research is to test the validity of each variable's questions along with their reliability. The second stage examines the relationship of leadership style, motivation to employee performance with Organizational Citizenship Behavior as a mediating variable.

Research Time and Place

The research period took place from September 2019 to June 2020. To obtain data for the preparation of the research, the authors took the research place at PT. NSK Bearing Manufacturing Indonesia using Google forms, with the object of research being employees of the F2 division.

Research design

This study uses quantitative research methods with a causal approach. Sugiyono (2016:8) Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, quantitative or statistical data analysis, with the aim of testing predetermined hypotheses. Research variable in this study, there are 2 exogenous variables of leadership style and motivation, 1 endogenous variable, namely employee performance, and 1 mediating variable, namely organizational citizenship behavior (OCB).

Data collection technique

Data collection methods used in this study include: Questionnaire is a survey technique and data collection tool which is done by giving a set of questions or written questions to respondents to answer Sugiyono (2014:199). Collecting data is done by distributing questionnaire forms. For the type of data in the study, this is primary data. Primary data is a data source that directly provides data to data collectors Sugiyono (2016: 225). Data analysis method The data analysis method in this study uses the help of Microsoft Excel 2016 and WarpPLS 5.0 software programs. Model evaluation in PLS includes 2 stages, namely evaluation of the Outer Model or measurement model and evaluation of the Inner Model or structural model.

III. Result

Respondent Characteristic Profile

It is known that 36 respondents (69%). Then the age range of 26-33 years is the age range with the largest number of respondents as many as 22 people or 42.3% and based on the last education the characteristics of the respondents are dominated by the last education of SMA/SMK as many as 33 people or 63.5%. The length of work on the characteristics of the respondents is dominated by senior employees with the highest frequency of 38.5% or 20 people with 11-15 years of service.

Partial Least Square (PLS)

Test Results Measurement Model Test Results (Outer Model) Evaluation of the measurement model or outer model is carried out to assess the validity and reliability of the model. Outer models with reflexive indicators are evaluated through convergent and discriminant validity of latent construct indicators and composite reliability and Cronbach alpha for the indicator block (Ghozali, 2015).

Validity Test

Convergent Validity According to Ghozali (2015), the rule of thumb commonly used to assess convergent validity is that the loading factor value must be more than 0.7 for confirmatory research and the average variance extracted (AVE) value must be greater than 0.5.

Figure 1. Results of the PLS Algorithm (Modification 3)

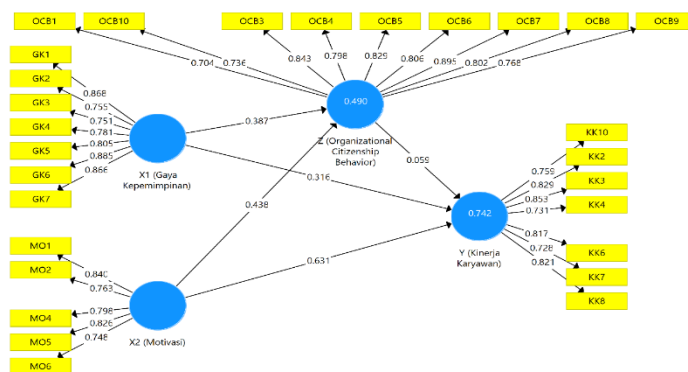


Table 1. Convergent Validity (AVE) Test Results

Construk	Average Variance Extracted (AVE)	Note
Leadership Style (X1)	0,464583333	Valid
Motivation (X2)	0,439583333	Valid
Organizational Citizenship Behavior (Z)	0,44375	Valid
Employee Performance (Y)	0,436111111	Valid

The results of the validity test in this study have met the rule of thumb, namely for the outer loading value > 0.7 and for the AVE value > 0.5.

Validity Test- Discriminant Validity

The discriminant validity of the reflective model is evaluated through cross loading, then compares the AVE value with the square of the correlation value between constructs (or compares the AVE root with the correlation between constructs). The measure of cross loading is to compare the correlation of the indicator with its construct and the construct of other blocks. In addition to seeing the cross loading in the discriminant validity test, the Fornell Lacker Criterion test was also carried out

Table 2. Fornell Larcker Criterion Test Results – Modification 3

	X1	X2	Z	Y
Leadership Style (X1)	0,568055556			
Motivton (X2)	0,303472222	0,5527778		
Organizational Citizenship Behavior (Z)	0,434027778	0,4201389	0,5506944	
Employee Performance (Y)	0,402083333	0,4215278	0,4333333	0,5555556

Figure 2. Discriminant Validity Test Results (Cross Loading)

	X1	X2	Z	Y		X1	X2	Z	Y
GK1	0.868	0.370	0.529	0.546	OCB4	0.348	0.461	0.798	0.381
GK2	0.755	0.495	0.492	0.483	OCB5	0.599	0.389	0.829	0.532
GK3	0.751	0.286	0.432	0.444	OCB6	0.376	0.453	0.806	0.534
GK4	0.781	0.330	0.345	0.430	OCB7	0.488	0.497	0.895	0.515
GK5	0.805	0.347	0.543	0.537	OCB8	0.389	0.416	0.802	0.372
GK6	0.885	0.343	0.458	0.594	OCB9	0.352	0.326	0.768	0.297
GK7	0.866	0.324	0.479	0.517	OCB10	0.506	0.445	0.736	0.457
MO1	0.176	0.840	0.458	0.615	KK2	0.675	0.599	0.473	0.829
MO2	0.385	0.763	0.528	0.679	KK3	0.471	0.786	0.622	0.853
MO4	0.405	0.798	0.423	0.554	KK4	0.387	0.632	0.377	0.731
MO5	0.323	0.826	0.398	0.543	KK6	0.435	0.721	0.592	0.817
MO6	0.422	0.748	0.558	0.745	KK7	0.479	0.606	0.373	0.728
OCB1	0.460	0.658	0.704	0.641	KK8	0.451	0.574	0.486	0.821
OCB3	0.544	0.587	0.843	0.589	KK10	0.571	0.509	0.509	0.579

Another method to see discriminatory validity, Ghozali (2015) suggests using reflexive indicators, namely by looking at the cross loading value for each variable that must be > 0.70. An indicator is declared valid if it has the highest loading factor for the intended construct compared to the loading factor for other constructs.

Reliability Test - Discriminant Validity

Table 3. Composite Reliability Test Results

Construk	Composite Reliability	Cronbach Alpha	Note
leadership Style (X1)	0,648611111	0,636805556	Reliabel
Motivation (X2)	0,622222222	0,594444444	Reliabel
Organizational Citizenship Behavior (Z)	0,640277778	0,645138889	Reliabel
Employee Performance (Y)	0,653472222	0,625694444	Reliabel

Based on Table 3. above, it can be seen that the results of the Composite Reliability test show that all latent variable values have a Composite Reliability value of 0.7. And the results of the Cronbach's Alpha test also show that all values of the latent variable have a Cronbach's Alpha value of 0.7 so it can be concluded that the construct has good reliability or the questionnaire used as a tool in this research is reliable or consistent.

Structural Model Test Results / Hypothesis Testing (Inner Model) Unit

After the estimated model meets the Outer Model criteria, the next step is to test the structural model (Inner model). According to Ghozali (2015), the evaluation of the structural model (Inner model) aims to predict the relationship between latent variables which can be seen from the value of the coefficient of determination (R^2), as well as predictive relevance (Q^2) to assess the structural (inner model).

R-Square Value

Table 4. R^2 Value of Endogenous Variables

Endogen variabel	R-Square
Organization Citizenship Behavior (Z)	0,340277778
Employee Performance (Y)	0,515277778

From table 4. above, it can be seen that the value of R-Square (R^2) or the coefficient of determination of the construct of organizational citizenship behavior (Z) is 0.490. These results indicate that the endogenous variable organizational citizenship behavior (Z) can be explained by exogenous variables, namely leadership style (X1) and motivation (X2) by 49% while the remaining 51% is explained by other exogenous variables. Meanwhile, the construct of employee performance (Y) is 0.742 where the results of these variables indicate that the endogenous variable of employee performance (Y) can be explained by exogenous, namely leadership style (X1), motivation (X2) and organizational citizenship behavior (Z) of 74.2 % while the remaining 25.8% is explained by other exogenous variables.

Path coefficients

Path coefficients are used to see the hypothesized relationship between constructs. According to Helm et al. (2009) in Hair et al. (2014), the path coefficient value is in the range of values of -1 to +1, where the path coefficient value close to +1 represents a strong positive relationship and the path coefficient value of -1 indicates a strong negative relationship. Although values close to +1 or -1 are almost always statistically significant, the standard error must be obtained using bootstrapping to test for significance.

Table 5. Results of Path Coefficients (Path Coefficients) Direct Effect

	Y
X1 (Leadership Style)	0,219444444
X2 (Motivation)	0,438194444
Z (Organizational Citizenship Behavior)	0.059

Table 5. shows the test results of path coefficients in the direct effect (DE) relationship which has a range of 0.059 to 0.631. It can be concluded that all values have a positive relationship because they have a value close to +1.

Table 6. Results of Path Coefficients Indirect Effect

	Z -> Y
X1 (Leadership Style)	0.023
X2 (Motivation)	0.026

Table 6. shows the test results of path coefficients in the indirect effect (IE) relationship which has a range of 0.023 to 0.026. It can be concluded that all values have a positive relationship because they have a value close to +1.

T-Statistic Value (Bootstrapping)

Table 7. T-Statistic Results (Boostrapping) Direct Effect

	TStatistics (O/S DEV)	Conclusion
X1 (Leadership Style) -> Y (Employee Performance)	2.653	Accepted
X2 (Motivation) -> Y (Employee Performance)	4.843	Accepted
Z (Organizational Citizenship Behavior) -> Y (Kinerja Karyawan)	0,289583333	Rejected

Table 7. and Figure 4.4 show the results of the T-Statistic test (bootstrapping) which have a range of 0.417 to 4.843. Where there are two relationships that are accepted and one relationship is rejected.

Table 8. Results of T-Statistic (Boostrapping) Indirect Influence

	TStatistics (O/S DEV)	Conclusion
X1 (Leadership Style) -> Z (Organizational Citizenship Behavior) -> Y (Employee Performance)	0,254861111	Rejected
X2 (Motivation) -> Z (Organizational Citizenship Behavior) -> Y (Employee Performance)	0,265972222	Rejected

Table 8. shows the results of the T-Statistic test (bootstrapping) in the range of 0.367 to 0.383. Where there are two relationships that are rejected.

Predictive relevance value (Q2)

Predictive Relevance (Q2) for the structural model measures how well the observed values are generated by the model and also the estimated parameters. Applies only to contemplating endogenous factor models. Predictive Relevance (Q2) is greater than 0.

Table 9. Predictive Relevance (Q2) Value Test Results

	SSO	SSE	Q ² (=1SSE/SSO)
Leadership Style (X1)	364.000	364.000	
Motivation (X2)	260.000	260.000	
Organizational Citizenship Behavior (Z)	468.000	340.649	0,188888889
Employee Performance (Y)	364.000	211.487	0,290972222

Based on the calculation of predictive relevance (Q2) in table 9. which shows values of 0.272 and 0.419, it can be concluded that the model has relevant predictive values.

Model Fit Evaluation

Table 10. Fit . Model Test Results

	Saturated Model	Estimated Model
NFI	0,325694444	0,325694444

The results showed that the value of the saturated model (measurement) fit and the value of the estimated model (structural model) fit had the same value. From these results it can be concluded that the model in this study has a good fit because it has a normal fit index (NFI) value indicating that the model in this study is 47% (0.469) better than the null model.

IV. Discussion

Leadership Style Affects Employee Performance Based on the test results on the effect of leadership style on employee performance, the original sample value is 0.316 which is close to +1 and has a T-Statistic value of 2.653 (>1.96) so it can be concluded that the first hypothesis (H1) is accepted and leadership style has a positive and significant effect on performance. employees. In solving problems together in a group, someone who can function as a leader is needed. With the existence of a leader, the problem solving is expected to be resolved properly. However, this expectation is not always fulfilled because a problem solving in the group, which is generally done by holding a meeting will run effectively if the leader and all members can function properly. Thus, the success of problem solving in meetings cannot be depended on the leader or members alone.

The Leadership style affects employee performance through the mediating variable Organizational Citizenship Behavior (OCB) Based on the test results on the indirect effect of leadership style on employee performance through the mediating variable, organizational citizenship behavior has an original sample of 0.023 which is close to +1 value and has a T-Statistic value of 0.367 (<1.96) so it can be concluded that organizational citizenship behavior does not mediate the relationship (no mediation) between leadership style on employee performance, this is due to changes that occur in the influence of direct relationships (direct effects) and indirect relationships (indirect effects) where if previously known leadership style on employee performance has a positive and significant influence, the influence found there is a change if through organizational citizenship behavior, leadership style on employee performance has a positive but not significant effect. From these results, it can be concluded that the presence or absence of organizational citizenship behavior on the relationship of leadership style to employee performance has no effect and is not a connecting variable between endogenous and exogenous variables. PT. NSK Bearing Manufacturing Indonesia applies good leadership and is liked by all employees, so that the OCB character in employees will grow on their own. In other words, employees will obey the leader and will improve their performance. The results of this study contradict the research conducted by Prahesti, Riana and Wibawa (2017) which found that organizational citizenship behavior partially and positively mediates the relationship between leadership and employee performance.

Motivation affects employee performance Based on the test results on the effect of motivation on employee performance, the original sample value is 0.631 which is close to the value of +1 and has a T-Statistic value of 4.843 (> 1.96) so it can be concluded that the third hypothesis (H3) is accepted and motivation has a positive and significant effect on employee performance. . In line with Widodo's research (2015: 187) Motivation is a force that exists within a person, which drives his behavior to take action. Mangkunegara (2013:94) Motivation is a condition that has an effect on generating, directing and maintaining behavior related to the work environment. Someone who is motivated to work will be able to improve his performance. This means that if motivation increases, employee performance will increase and vice versa. This is what PT. NSK Bearing Manufacturing Indonesia by increasing the motivation of its employees by improving and developing employee creativity through trainings both within the company and outside the company, the company also invites employees to have high achievements, besides that the company cultivates a high sense of brotherhood between employees so as to make the company a family environment. The results of this study strengthen the research conducted by Brury (2016) and Gita and Yuniawan (2016) which proves that motivation has a positive and significant influence on employee performance

The Motivation affects employee performance through the mediating variable Organizational Citizenship Behavior (OCB).

Based on the test results on the indirect effect of motivation on employee performance through the mediating variable, organizational citizenship behavior has an original sample of 0.026 which is close to +1 and has a T-Statistic value of 0.383 (<1.96) so it can be concluded that organizational citizenship behavior does not mediate the relationship (no mediation).) between motivation on employee performance, this is due to changes that occur in the influence of direct relationships (direct effects) and indirect relationships (indirect effects) where if previously it was known that motivation on employee performance had a positive and significant influence, the influence was found to be changing if through organizational citizenship behavior, motivation on employee performance has a positive but not significant effect. From these results, it can be concluded that the presence or absence of organizational citizenship behavior on the relationship of motivation to employee performance has no effect and is not a connecting variable between endogenous and exogenous variables. Due to the level of employee motivation of PT. NSK Bearing Manufacturing Indonesia is already good, so without OCB behavior it will still be able to improve employee performance well. In other words, motivation is an encouragement or enthusiasm in working that will indirectly foster OCB behavior. The results of this study contradict the research conducted by Widyastuti and Palupiningdyah (2015) which found that organizational citizenship behavior mediates the relationship between motivation and employee performance.

Organizational Citizenship Behavior (OCB) affects Employee Performance

Based on the test results on the effect of organizational citizenship behavior on employee performance, the original sample is 0.059 which is close to the value of +1 and has a T-Statistic value of 0.417 (<1.96) so it can be concluded that organizational citizenship behavior has a positive but not significant effect on employee performance. Which means that if OCB behavior increases, employee performance does not change. Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the demands of the role in the workplace. OCB is an employee's work behavior in the organization that is carried out voluntarily outside the job description that has been set to improve the progress of organizational performance. If the OCB behavior in PT. NSK Bearing Manufacturing Indonesia by fostering a sense of empathy for all its employees, the behavior of being willing to help employees who are having difficulties both at work and at home. The results of this study strengthen the research of Nurhalim, Tobing and Sudarsih (2015) which proves that organizational citizenship behavior has a positive but not significant effect on employee performance.

V. Conclusion

Based on the description and analysis above, it can be concluded as follows:

1. Leadership style has a positive and significant effect on employee performance
2. Organizational Citizenship Behavior does not mediate the relationship (no mediation) between leadership style and performance.
3. Motivation has a positive and significant effect on employee performance.
4. Organizational citizenship behavior does not mediate the relationship (no mediation) between motivation and performance.
5. Organizational citizenship behavior has a positive but not significant effect on employee performance.

And from these conclusions, the following suggestions can be given:

1. Employee Performance Variable (Y) Researchers suggest to improve the management of the F2 division at PT. NSK Beraing Manufacturing Indonesia to re-plot job descriptions for employees who are not accustomed to working in teamwork according to their capacities and capabilities, these employees usually have their own productivity when working personally.
2. Leadership Style Variable (X1) Researchers suggest to improve the management of the F2 division at PT. NSK Beraing Manufacturing Indonesia, especially the leadership, should make and design decisions to involve employees in it, for that the leadership must go directly to the field so that they can see how to create good techniques and improve employee performance for the company. Leaders must also be able to control and provide techniques for how to ensure quality and quality so that employees can easily work without feeling burdened and the relationship between the leadership and subordinates is getting stronger.
3. Motivation Variable (X2) Researchers suggest to improve the management of the F2 division at PT. NSK Beraing Manufacturing Indonesia, especially the leadership, should give awards to employees who excel to stimulate the enthusiasm and enthusiasm of employees at work. Giving awards to employees is a sign of appreciation from the company and aims to increase the motivation of other employees to be successful as well. Because with healthy competition, the work atmosphere will feel more competitive and productive.
4. Organizational Citizenship Behavior (Z) variable Researchers suggest to improve the management of the F2 division at PT. NSK Beraing Manufacturing Indonesia in order to increase employee attention to functions that help the organization's image by being more open to employees to changes in policies, systems, and regulations within the company so as to prevent employee performance declines resulting in decreased OCB, it is also recommended to review the rewards given will be given both intrinsic and extrinsic to the behavior of all employees in the company that support functions that enhance the image of the organization.

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