

Maximizing Performance Through Reviewing Leadership Style And Organizational Citizenship Behavior At Bank Sahabat Sampoerna Kolaka Branch

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Abstract. *The advancement or decline of an organization is fundamentally intertwined with the accomplishments of its workforce. Hence, each company consistently endeavors to enhance employee performance, either through the implementation of specific leadership techniques or the observation of organizational citizenship behavior displayed by its workforce. Therefore, this study seeks to delve deeper into the influence and interplay between variables related to leadership style and Organizational Citizenship Behavior in relation to employee performance at Bank Sahabat Sampoerna's Kolaka Branch. This research encompasses all employees at Bank Sahabat Sampoerna's Kolaka Branch, encompassing the entire population and adopting a saturated sampling methodology. Data analysis was conducted using the Structural Equation Modeling (SEM-PLS) approach. The results of this investigation confirm the impact that the utilized leadership style and employee organizational citizenship behavior have on employee performance.*

Keywords: *Leadership Style, Organizational Citizenship Behavior, Employee Performance.*

Abstrak. Kemajuan atau kemunduran suatu organisasi pada dasarnya terkait dengan prestasi tenaga kerjanya. Oleh karena itu, setiap perusahaan secara konsisten berupaya meningkatkan kinerja karyawannya, baik melalui penerapan teknik kepemimpinan tertentu maupun pengamatan terhadap perilaku kewargaan organisasi yang ditunjukkan oleh tenaga kerjanya. Oleh karena itu, penelitian ini berupaya untuk menggali lebih dalam mengenai pengaruh dan keterkaitan antar variabel yang berhubungan dengan gaya kepemimpinan dan Organizational Citizenship Behavior terhadap kinerja pegawai Bank Sahabat Sampoerna Cabang Kolaka. Penelitian ini mencakup seluruh karyawan Bank Sahabat Sampoerna Cabang Kolaka, mencakup seluruh populasi dan menggunakan metodologi sampling jenuh. Analisis data dilakukan dengan pendekatan Structural Equation Modeling (SEM-PLS). Hasil penyelidikan ini mengkonfirmasi dampak gaya kepemimpinan yang diterapkan dan perilaku kewargaan organisasional karyawan terhadap kinerja karyawan.

Kata Kunci: Gaya Kepemimpinan, Perilaku Kewarganegaraan Organisasi, Kinerja Karyawan.

INTRODUCTION

The rapid evolution of the times has led to fierce competition. In response, organizations must operate with greater effectiveness and efficiency. An organization's success or failure hinges on the results achieved by its employees. Consequently, every company strives continuously to enhance employee performance, hoping to efficiently and effectively attain corporate goals.

In light of this, every company, regardless of its industry or size, has committed itself to an ongoing quest to improve the performance of its workforce. This emphasis on improving employee performance is rooted in the recognition that a leader's chosen leadership style plays a crucial role in shaping employee performance outcomes and overall company performance. This aligns with the viewpoint expressed by Basna (2016), who asserts that performance is primarily influenced by the leadership style employed.

Leadership style is refers to the way in which a leader's behavior is employed to influence and guide others as defined by Khairizah et al., (2018). The way in which a leader chooses to interact with and guide their team members significantly shapes the work environment, motivation, and productivity levels of employees. As such, it is imperative for organizations to invest in leadership development and to cultivate leadership styles that align with their unique goals and values.

In addition to the elements related to leadership style, organizational citizenship behavioral (OCB) cifactors can also have an impact on employee performance. According to Asiedu et al., (2014), it is argued that employees who engage in OCB may receive recognition, appreciation, and emotional satisfaction, which, in consequence, can lead to an improvement in their performance. The consensus among several researchers is that encouraging OCB can effectively drive an increase in employee performance, thereby facilitating the achievement of organizational goals. Organizational citizenship behavior (OCB) encompasses the constructive conduct of individuals within a company, demonstrated through their conscious and willing commitment to their work (Kartini, 2017). At its core, OCB seeks to comprehend the choices made by employees within the workplace. It explores the extent to which individuals are willing to contribute their time, energy, and skills to their job responsibilities, with a keen emphasis on the proactive and positive aspects of their engagement.

One sector that necessitates the perpetual enhancement of its workforce's performance is banking. Banks are entrusted with the critical role of collecting savings from the public and subsequently reinvesting these funds in the form of loans to the community. Therefore, it is

essential for banks to prioritize the ongoing improvement of their employees' performance to effectively fulfill these responsibilities.

Bank Sahabat Sampoerna's Kolaka branch is actively engaged in efforts to progress and strengthen itself. Given the intense and ever-evolving competition in Kolaka's banking sector, the bank is taking proactive measures not only to endure but also to flourish and establish a solid foothold. In this fiercely competitive landscape, financial institutions recognize the vital role of continuous evolution and adaptation to maintain their relevance and competitiveness.

A vital component of their strategic approach involves dedicated investments in enhancing the performance of their workforce. These initiatives encompass continuous training, skills development, and the cultivation of a culture rooted in excellence throughout the organization. Additionally, it's worth noting that the leadership style implemented by the bank's leaders can exert a substantial influence on employee performance. This observation is supported by preliminary findings obtained through interviews with several bank employees, which suggest that the leadership style is effective in directing, guiding, and motivating employees to optimize their performance and deliver exceptional customer service.

This emphasis on improving employee performance is pivotal for achieving the bank's objectives, including the delivery of outstanding customer service, the enhancement of operational efficiency, and the establishment of sustainable growth in the face of dynamic competition. Numerous empirical studies yield diverse outcomes in this regard. Fahmi et al., (2018) affirmed that the leadership style does affect employee performance. However, contrasting research by Mathori et al., (2022) the performance of employees remains unaffected by the style of leadership. Concerning OCB, multiple studies have been conducted, with one of them, led by Lukito (2020), indicating that OCB had no impact on employee performance. Meanwhile, Astaginy et al., (2022) stated that organizational behavior influences employee performance.

Considering the variances in findings and disparities within the results of various studies, the author recognizes the necessity for more comprehensive research. As a result, the primary objective of this study is to investigate the influence of leadership style and organizational citizenship behavior on the performance of employees at Bank Sahabat Sampoerna.

LITERATURE REVIEW

Employee Performance

Performance stands as a critical cornerstone in propelling an organization towards efficient and effective growth, enabling a comprehensive evaluation of its human resources (Yuwanda & Pratiwi, 2020). Within this framework, performance involves the manner in which individuals fulfill their responsibilities and steer tasks to attain pre-established objectives and standards (Sari et al., 2021). Essentially, an organization's excellence is distinctly manifested through the performance of its dedicated employees (Sugiarti et al., 2021).

From the perspectives outlined earlier, it is evident that performance is contingent on how an individual or an entity undertakes specific tasks, projects, or assignments. This encompasses the degree to which an individual or organization realizes the objectives and standards they have established. Performance can be assessed using a diverse array of criteria, including measures of productivity, efficiency, the quality of work outputs, goal attainment, and similar factors. Within an organizational context, performance can serve as an indicator of how a company or institution attains its business objectives, such as augmenting revenue, profitability, and enhancing customer satisfaction. Furthermore, it can also pertain to individual assessment, particularly in the context of evaluating employee performance within the workplace.

Leadership Style

Many factors contribute to an organization's success, with one of these being the leadership styles employed within the organization (Guterresa et al., 2020). The leader fosters a work setting that encourages organizational members to give their utmost effort (Yusuf et al., 2022). Leadership is a role that is established by acknowledging the signs of qualification to serve as a leader who guides an organization (Hajjali et al., 2022).

Leadership style refers to the way a leader guides, manages, and motivates individuals under their leadership to achieve the goals and vision of the organization. It encompasses how a leader interacts with the team or organization they lead, and this can vary based on the leader's characteristics and preferences. Effective leadership styles can vary depending on the context and the challenges faced by the organization or team. Some leaders may be more adept in particular styles, while others might blend multiple leadership styles to align with their requirements.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) pertains to actions that do not have a direct and explicit connection to a formal reward system. It involves voluntary behaviors where individuals engage in actions that serve the organization's interests without being under formal obligation. These actions are driven by personal satisfaction derived from one's performance, rather than formal mandates (Fitrianasari et al., 2017). OCB behavior is rooted in a sense of belonging to the organization and the satisfaction derived from making additional contributions. The feeling of contentment in doing more is only experienced when individuals hold a positive view of their organization. To foster a positive organizational perception among employees, organizations should provide greater support (Astaginy et al., 2022).

In summary, Organizational Citizenship Behavior (OCB) comprises actions carried out by organization members voluntarily, beyond their primary responsibilities, and these actions positively influence the organization's efficiency and effectiveness. OCB behaviors encompass activities like assisting colleagues, offering constructive input, endorsing organizational endeavors, and fostering a positive workplace ambiance. This constitutes voluntary conduct that exceeds the anticipated obligations of one's role or job.

OCB holds significance as it can enhance organizational performance, elevate productivity, and cultivate a more cohesive work environment. While this conduct may not always yield immediate recognition through formal rewards or incentives, it can have a lasting, favorable impact on reinforcing a healthy organizational culture and elevating employee contentment.

RESEARCH METHODS

This study is categorized as quantitative research and was conducted at PT. Bank Sahabat Sampoerna's Kolaka Branch, employing a saturated sampling technique. Data collection was achieved through the administration of questionnaires, containing statements that respondents assessed using a Likert scale with values ranging from 1 to 5. The collected data underwent analysis using the Structural Equation Modeling (SEM) method, with a primary focus on two models: the outer model and the inner model.

FINDINGS AND DISCUSSION

The research findings underwent several stages of analysis. The first step involved assessing the outer measurement model, which used reflective indicators and examined construct reliability. Following that, validity was evaluated based on convergent and discriminant validity criteria, with construct reliability assessed through composite reliability.

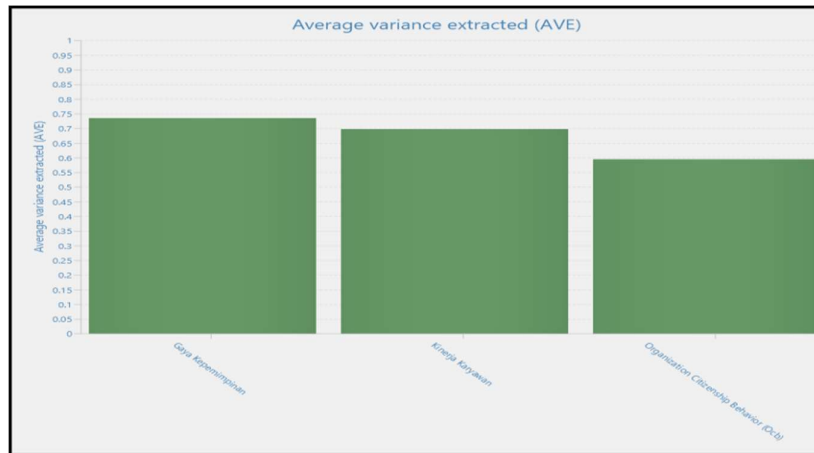
The initial part of the analysis focused on evaluating convergent validity, and the results are detailed in the table below.

Table 1. Loading Factor Value

Variables	Item	Loading Factor	
Leadership Style	X1.1	0,845	
	X1.2	0,842	
	X1.3	0,834	
Organizational Citizenship Behavior	X2.1		0,711
	X2.2		0,790
	X2.3		0,835
	X2.4		0,753
	X2.5		0,762
Employee Performance	Y1.1		0,888
	Y1.2		0,723
	Y1.3		0,864
	Y1.4		0,856

Source: Primary Data, 2023.

The table displays the loading factors for each variable in the research, all of which exceed the 0.7 threshold. Based on these outcomes, it can be inferred that, on the whole, these indicators are deemed valid.



Source: Primary Data, 2023.

Figur 1. AVE Value

The table presents the the Average Variance Extracted (AVE) values for each variable exceed 0.5. From these results, it can be concluded that, overall, these indicators can be considered valid. The next step is to conduct a discriminant validity test, the results of which will be presented in the following table.

Table 2. Cross Loading

Variables	Item	Cross Loading		
Leadership Style	X1.1	0,845	0,364	0,448
	X1.2	0,842	0382	0,472
	X1.3	0,884	0,556	0,763
Organizational Citizenship Behavior	X2.1	0,556	0,711	0,607
	X2.2	0,446	0,790	0,616
	X2.3	0,251	0,835	0,583
	X2.4	0,350	0,753	0,585
	X2.5	0,404	0,762	0,658
Employee Performance	Y1.1	0,558	0,813	0,888
	Y1.2	0,524	0,582	0,723
	Y1.3	0,711	0,631	0,864
	Y1.4	0,472	0,593	0,856

Source: Primary Data, 2023.

The results of the cross-loading analysis in the table show that when using reflective indicators in the measurement scale, the factor loadings exceed the 0.7 threshold. As a result, it can be concluded that all Aten variables exhibit a higher level of discriminant validity compared to the indicators in the alternative block.

In addition to scrutinizing construct validity, the study also conducts an evaluation of the reliability of these constructs. The assessment of construct reliability entails the examination of composite reliability and the calculation of Cronbach's alpha coefficient, both of which are derived from a series of indicators measuring each construct or latent variable. Detailed outcomes of these appraisals can be located in the following table.

Table 3. Composite reliability & Cronbach alpha

Construct	Composite reliability	Cronbach's Alpha
Leadership Style	0,895	0,853
Organizational Citizenship Behavior	0,898	0,829
Employee Performance	0,894	0,828

Source: Primary Data, 2023.

The data depicted in the table underscores the robust reliability of the constructs, signifying a noteworthy level of consistency and trustworthiness. A construct is deemed highly reliable when both the composite reliability surpasses the 0.7 threshold and Cronbach's alpha exceeds 0.7 (Abdillah & Hartono., 2015). This high level of reliability reaffirms the solidity of the measurement instruments utilized in the study, instilling confidence in the research outcomes and their practical applicability. It ensures that the constructs' measurements are consistent and dependable for drawing accurate conclusions and making informed decisions.

In addition to the assessment of the external measurements, an internal measurement analysis is also conducted. This analysis involves evaluating the inner model, specifically examining the R-square values to gauge the reliability of the indicators for constructs functioning as dependent variables. Furthermore, an evaluation is performed on the T-statistic values to test the path coefficients..

Table 4. R-Square

Konstruk	R-Square
Employee Performance	0.734

Source: Primary Data, 2023.

The data in the table shows that the R-Square value for the employee performance factor is approximately 73.4%, which is derived from the combined impact of leadership style variables and organizational citizenship behavior. The remaining 26.6% is influenced by unexamined factors beyond the scope of this research. In summary, it can be concluded that leadership style and organizational citizenship behavior play a significant role in explaining employee performance.

Table 5. Path Coefficient

Hipotesis	T-Statistic (10/STERR)	P Values
Leadership Style effects Employee Performance	3,312	0,001
Organizational Citizenship Behavior effects Employee Performance	6,554	0,000

Source: Primary Data, 2023.

After examining the provided calculation results, it is evident that the T-Statistics value of 3.312 exceeds the critical value of 1.96, and the P-Values of 0.001 are lower than the critical value of 0.05. Based on the data analysis, it can be concluded that the leadership style variable does influence employee performance. Therefore, it can be affirmed that the first hypothesis is substantiated by these findings.

Additionally, it is observed that the T-Statistics value of 6.554 surpasses the critical value of 1.96, and the P-Values of 0.000 are less than the critical value of 0.05. The data analysis suggests that the organizational citizenship behavior variable does have an impact on employee performance. Hence, it can be affirmed that the second hypothesis is also substantiated by these results.

CONCLUSION AND RECOMMENDATION

The research findings emphasize the pivotal role of leadership style in shaping employee performance. Leadership style, with its ability to provide guidance and direction to employees, is a crucial factor that significantly affects how employees perform their roles at PT. Bank Sahabat Sampoerna, Kolaka Branch. This influence has profound implications for the bank's competitive edge and sustainability within the market when pitted against other banks. In a rapidly evolving and competitive financial landscape, the leadership style becomes a vital driver of the bank's success, fostering employee engagement and performance excellence, ultimately contributing to the bank's continued growth and success in the industry.

The influence of organizational citizenship behavior on employee performance is a noteworthy phenomenon observed at PT. Bank Sahabat Sampoerna, Kolaka Branch. As organizational support for employees improves, there is a discernible increase in their engagement in organizational citizenship behavior within the workplace. This heightened level of engagement empowers them to effectively compete with other banks in the market, contributing to the overall success and competitiveness of PT. Bank Sahabat Sampoerna, Kolaka Branch. In essence, a supportive organizational environment fosters a workforce that not only excels in their roles but also goes above and beyond in contributing to the bank's continued growth and prominence in the industry.

Based on the research conducted, there are valuable recommendations for PT. Bank Sahabat Sampoerna, Kolaka Branch. It is advisable for the company to actively foster and further develop the prevailing culture of organizational citizenship behavior. This can be achieved by encouraging and facilitating employees to assist their colleagues within the organization. Such actions not only benefit individual employees but also contribute positively to the organization as a whole. By nurturing this culture of mutual support and cooperation, the bank can enhance its work environment, foster teamwork, and ultimately achieve greater efficiency and effectiveness in reaching its goals. Moreover, this approach can lead to a more harmonious and productive workplace, resulting in a competitive edge in the market.

Future researchers are encouraged to consider incorporating additional variables that have the potential to enhance employee performance. Theoretically, there are various factors that may exert an influence on employee performance, including aspects like compensation, work motivation, and organizational culture. Exploring these variables in future research endeavors could provide valuable insights into further improving employee performance.

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