THE EFFECT OF LEADERSHIP AND ORGANIZATION COMMITMENTS TO PERFORMANCE OF CONTRACT EMPLOYEES WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AS A MEDIATION VARIABLE

(study at Abiansemal I Health Center and Abiansemal II)

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ABSTRACT

Extra role behavior or known as Organizational Citizenship Behavior (OCB) is very important to have because it also contributes positively to organizational performance. Contract employees are required to have good performance and be able to meet the hopes and desires of all parties, especially the community who have chosen and trusted a health care center. This study aims to examine the effect of leadership and organizational commitment on the performance of contract employees with extra role behavior as a mediating variable. This research was conducted at the Puskesmas Abiansemal I and II with a population of 79 people. All data obtained from questionnaire distribution is feasible to use and then analyzed using PLS (Partial Least Square). The results showed that leadership had no significant effect on the performance of contract employees with a correlation coefficient of 0.046, t-statistics 0.337 (< 1.96). Organizational commitment has a significant effect on employee performance. Leadership has a significant effect on Organizational Citizenship Behavior (OCB). Organizational commitment has a significant effect on Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) is able to fully mediate the indirect influence of leadership on employee performance. Organizational Citizenship Behavior (OCB) is also able to mediate the indirect effect of the effect of organizational commitment on performance. The results of this study can be applied in the Abiansemal I and II Puskesmas because with an increase in leadership, it can improve the Organizational Citizenship Behavior (OCB) of contract employees who will indirectly improve the performance of contract employees. As well as improving other things such as organizational commitment, OCB which will improve the performance of contract employees.

Keywords: leadership, organizational commitment, Organizational Citizenship Behavior (OCB), employee performance, Puskesmas

I. INTRODUCTION

The dynamics of civilization make health problems faced by society more complex. Increasing population and high prevalence of disease will also increase demand for health services. This will result in work competence and professionalism that are needed in health service organizations (Mangkunegara, 2009)

In the context of organizational behavior, extra-role behavior or good behavior of popular organizational citizens known as Organizational Citizenship Behavior (OCB) is very important to have because it contributes positively to the quality of work life and organizational performance.
Through Organizational Citizenship Behavior, employees are expected to understand the existence of their organization with all its limitations and voluntarily have a commitment to the effectiveness of organizational functions. When the organization is faced with various situations that are less conducive and the quality of work life decreases, extra role roles (OCB) need to be supported. As a good organizational citizen will continue to behave positively and be willing to voluntarily show a variety of work behavior outside the role that should be done (in-role)

Forms of extra role behavior (OCB) can be implemented in the form of behavior, namely: Altruism (helping immediate behavior towards others), Conscientiousness (careful attitude / listening to conscience), Sportmanship (sportsmanship attitude such as tolerance of discomfort in working that cannot be avoided without complaint), Courtesy (courtesy such as telling others to prevent events at work that cause a problem), Civic virtue (participating and observing the survival of the organization). Extra role behavior for Puskesmas employees is needed because it has many benefits in supporting the effectiveness of organizational functions, encouraging the creation of quality of work life which can ultimately guarantee the survival and long-term performance of the organization.

Extra role behavior implemented by contract employees is basically a manifestation of their respectful behavior towards the organization. How far the extra role behavior performed by contract employees can show a good organizational citizenship behavior will depend on the quality of work life in the organization.

Good performance requires employees to behave as expected by the company. The behavior expected by the company today is not only inrole behavior, but also extra-roles, namely contributing extra roles to complete the work of the company. This extra-role behavior is also called Organizational Citizenship Behavior (OCB). Servant leadership is believed to be an external factor affecting OCB. Meanwhile, employee organizational commitment is believed to be one of the internal factors that influence OCB (Organizational Citizenship Behavior).

Performance of contract employees is basically a performance performed by an employee in carrying out their duties as a health servant. Because Puskesmas staff are most often in contact with patients, the quality of health services in a Puskesmas is largely determined by the quality of the performance of its employees. The duties of the contract employee both doctor and paramedic have been described in the work description of the Puskesmas staff in accordance with what was stated in the employee's appointment letter.

A work commitment is needed so that an employee can do his job in accordance with the job descriptions that have been mandated to him. Commitment to achieving the goals of the Puskesmas and the goals of health services for the community. A joint commitment so that these goals can be realized.

Leadership in an organization is more aimed at the ability to influence, direct and guide employees to achieve organizational goals. This implies that an organization must have a leader who is able to influence, direct and guide employees in the organization (Darwito, 2008).

Providing leadership is an important management function. Leading means creating a culture and shared values, communicating goals to employees throughout the organization, and providing input to employees in order to have a higher level of performance (Daft, 2007). Leadership style according to Hersey and Blanchard in Muninjaya (2011) based on the thought that there is no even an effective leadership style for all situations. The strength that is in the leader and owned by the group (interpersonal relationship between the two), and the environmental situation (task orientation) will also determine a person's leadership style if he interacts with his subordinates. Leadership style according to them, namely: instruction, consultation, participation, and delegation.

Based on this, this research was conducted to try to get information about the mediating role of Organizational Citizenship Behavior (OCB) on leadership and organizational commitment to performance, at the employees contacting the Abiansemal I and Abiansemal II Puskesmas, this research is a development of the previous research conducted by Vania and Roy (2013) the similarity lies in the commitment, leadership and Organizational Citizenship Behavior (OCB) variables, while the difference in this study uses performance variables, and the object of research is contract employees at the Abiansemal I and Abiansemal II Puskesmas.

II. LITERATURE REVIEW
Leadership and organizational commitment have an influence on organizational citizenship behavior (OCB) and its impact on performance. The relationship that occurs between leadership variables and organizational commitment as independent variables is how these independent variables are considered in an effort to improve organizational citizenship behavior (OCB) and are expected to have an impact on performance as the dependent variable in this study. Contract employees also have a role that influences the implementation of health services, therefore the implementation of services at the Puskesmas must be preceded by an organizational commitment to carry out their duties as an officer who has a high dedication to participate in improving the level of public health. It is expected that the officers can provide maximum performance for their institutions.

In addition, organizations also need leaders who are able to encourage employees to improve their abilities in their fields. Leadership is the way a leader motivates subordinates, so they want to carry out work productively to achieve the goals of the organization (Hasibuan, 2007: 170). Therefore, a leader to be able to influence his subordinates needs a style to be able to influence his followers, where the leadership style possessed by a leader in a different company. A leader has many choices of leadership style that can be used in influencing his subordinates.

Extra role behavior / organizational citizenship behavior (OCB) for health workers is needed because it has many benefits in supporting the effectiveness of organizational functions, encouraging the creation of quality of work life that can ultimately guarantee the survival and performance of long-term organizational performance, organizational citizenship behavior (OCB) is a voluntary behavior of a worker to want to do a task or work outside of his responsibilities or obligations for the progress or profit of his organization (Garay in Agung AWS Waspodo, 2012). That is, someone with high organizational citizenship behavior (OCB) is not willing to be paid in the form of money or a certain bonus, but rather the social behavior of each employee to work beyond what is expected by the company, such as helping colleagues during recess sincerely.

So that the performance of contract employees who work at the health center is basically a performance performed by an employee in carrying out their duties as a public servant. Because officers who most often come into contact with the community, the quality of health services in a Puskesmas is largely determined by the quality of the performance of its officers, so that getting good service quality is strongly influenced by the performance of officers in carrying out their duties so that the performance of officers becomes an important demand for achieving health service success. In general, the quality of good health services is a benchmark for the success of the performance shown by health workers.

III. RESEARCH METHOD

The purpose of this research is to find out and test the mediating role of Organizational Citizenship Behavior (OCB) on the influence of leadership and organizational commitment on performance, on contract employees at the Abiansemal I and Abiansemal II Puskesmas. This research uses the type of hypothesis testing research. Hypothesis testing is a type of research that highlights the relationship between research variables and tests of hypotheses that have been formulated. The relationship and influence between the independent variable and the dependent variable in the hypothesis will be explained through hypothesis testing.

Testing the hypothesis that was formulated in the previous chapter, the researcher sought to explain the relationship between OCB variables (Y1) mediating leadership (X1) and organizational commitment (X2) to performance (Y2). The scope of this study is limited to the contract employees of the Abiansemal Idan II Public Health Center. The subjects of this study were contract employees at the Abiansemal I and II Puskesmas.

The sample used in this study was 79 people, namely the whole of the population. The determination of this sample refers to Arikunto (2004) which states that "if the number of subjects is less than 100, it is better for all subjects to be taken so that the research is population research. So this research is population study. Arikunto (2004) said that the sample is part of the population. The research sample is part of the population taken as a source of data and can represent the entire population. In this study, samples were drawn using the Stratified Random Sampling method, which is the method used if the population has elements that are not homogeneous and proportionally distributed.

Inferential analysis techniques are used to test empirical models and hypotheses proposed in this study. The analysis technique used is a structural equation model (Structural Equation Model).
Modeling-SEM) based on variance or component based SEM, known as Partial Least Square (PLS).

IV. RESEARCH RESULT

Result

Based on the results of the path coefficients, it can be determined the results of testing the hypothesis described in the following description:

1. Hypothesis testing on the influence of leadership on employee performance produces a correlation coefficient of 0.046. The value of t Statistics is 0.337 (< t-critical 1.96), so the influence of leadership on employee performance is not significant. Thus, hypothesis 1 (H1) which states that leadership influences the performance of contract employees, is rejected.

2. Hypothesis testing on the effect of organizational commitment on performance produces a correlation coefficient of 0.357. T Statistics value obtained 3.448 (> t-critical 1.96), then the effect of organizational commitment on employee performance is significant. Thus, hypothesis 2 (H2) which states that organizational commitment affects the performance of contract employees, is accepted.

3. Hypothesis testing on the influence of Leadership on Organizational Citizenship Behavior (OCB) results in a correlation coefficient of 0.457. The value of t Statistics is obtained at 4.733 (> t-critical 1.96), so the effect of leadership on Organizational Citizenship Behavior (OCB) is significant. Thus, hypothesis 3 (H3) which states that Leadership influences Organizational Citizenship Behavior (OCB), is accepted.

4. Hypothesis testing on the effect of organizational commitment on Organizational Citizenship Behavior (OCB) produces a correlation coefficient of 0.439. The value of t Statistics is 4.753 (> t-critical 1.96), so the effect of organizational commitment on Organizational Citizenship Behavior (OCB) is significant. Thus, hypothesis 4 (H4) which states that organizational commitment influences Organizational Citizenship Behavior (OCB), is accepted.

5. Hypothesis testing on the effect of Organizational Citizenship Behavior (OCB) on employee performance results in a correlation coefficient of 0.412. T Statistics value obtained 3.177 (> t-critical 1.96), then the effect of Organizational Citizenship Behavior (OCB) on employee performance is significant. Thus, hypothesis 5 (H5) which states that Organizational Citizenship Behavior (OCB) influences employee performance, is accepted.

6. Organizational Citizenship Behavior (OCB) is able to positively mediate the indirect effect of leadership on employee performance. This result is shown from the mediation test conducted, which is the effect of A; C; and D has a significant value, while the effect of B which is a direct influence of mediation variables (organizational commitment) to the dependent variable (performance) has insignificant value. Thus the Organizational Citizenship Behavior (OCB) is able to mediate fully (fully mediated) on the influence of leadership on performance. Based on these results it can be interpreted that increased leadership can give a sense of Organizational Citizenship Behavior (OCB) to contract employees at the Abiansemal I and II Puskesmas, so that it can ultimately improve the performance of contract employees.
7. Organizational Citizenship Behavior (OCB) is able to mediate positively on the indirect effect of organizational commitment on employee performance. This result is shown from the mediation test conducted, which is the effect of A; C; and D has a significant value, then mediation is proven partially (partially mediated) in the model. Thus the Organizational Citizenship Behavior (OCB) is able to mediate partially (partially mediated) on the effect of organizational commitment on employee performance. Based on these results it can be interpreted that increasing organizational commitment can give a sense of Organizational Citizenship Behavior (OCB) to contract employees at the Abiansemal I and II Puskesmas, so that it can ultimately improve the performance of contract employees.

Discussion

Hypothesis test results indicate the influence of leadership on contract employee performance is not significant. This means that leadership will not directly affect the performance of contract employees. This finding is almost the same as that found by Tiksnayana., Et al (2018). The findings in this study illustrate that leadership in the Abiansemal I and II Puskesmas on the way leaders communicate does not directly affect the performance of contract employees. The means of communication in question are both verbal and non-verbal communication methods. The most dominant leadership does not affect the performance of contract employees is a way of making decisions. The leaders at the Abiansemal I and II Puskesmas already have good leadership as evidenced by the results of this study. But the effect on the performance of contract employees is not significant. The findings of this study show that leadership indirectly has a significant effect on the performance of contract employees through OCB mediation. The role of OCB mediates absolutely / fully (fully mediated), on the indirect influence of leadership on performance. With this, it can be said that the increasing leadership will increase OCB which will have an effect on improving employee performance.

Hypothesis testing in the analysis of this study shows that there is a significant influence of organizational commitment on contract employee performance. These results give the meaning that the employee's commitment to the institution will increase the employee's performance. Employees committed to carrying out their duties and work prioritize ongoing commitments, namely by the intention to work employees not to leave the institution where they work. The findings of this study are consistent with Cohen's (2006) research. Based on the results of this study it can be stated that employees are increasingly committed to the organization which is more reflected in the ongoing commitment to be able to improve their performance. Therefore, it gives direction to the leadership of the Abiansemal I and II Puskesmas to provide direction and guidance for employees to strengthen their commitment to the institution where they work. Another finding of this study is that organizational commitment has a significant indirect effect on employee performance through OCB mediation. So that finally can improve employee performance. Although the role of OCB in mediating the indirect effect of organizational commitment on performance (partial mediated), but the role of OCB as an intermediate variable is able to enlarge the effect of organizational commitment on employee performance. The findings in this study indicate a significant influence of leadership on Organizational Citizenship Behavior (OCB). The results obtained give meaning, the better leadership in the Abiansemal I and II Puskesmas will improve Organizational Citizenship Behavior (OCB). The findings of this study aim to improve Organizational Citizenship Behavior (OCB) so that leaders can improve leadership at Puskesmas Abiansemal I and II.

Hypothesis test results indicate a significant influence on organizational commitment to Organizational Citizenship Behavior (OCB). This result means that the increasing organizational commitment of employees will further enhance Organizational Citizenship Behavior (OCB). The findings in this study are employees committed in carrying out their duties in the Abiansemal I and II Puskesmas prioritizing ongoing commitment. In accordance with the statement of Luthans (2006), OCB's behavior appears and has a positive impact on organizational development caused by strong commitment from employees towards the organization. Findings from the results of this study provide clues that employees are increasingly committed to being more characterized by ongoing commitment to be able to improve OCB behavior in the workplace, especially the behavior of helping others at work.
Hypothesis results illustrate that there is a significant influence of OCB on employee performance. The dominant role of OCB is the importance of others who have more role in the employees in carrying out their duties. So that it will improve employee performance, namely the quantity of employees working in carrying out their duties and responsibilities at the institution. These findings are the same as Sugiyanto's research (2010). The findings of this study also illustrate that the higher OCB of an employee will improve employee performance. This can be used as a reference by the leaders of the Abiansemal I and II Puskesmas to adopt policies that can increase OCB employees so that they can improve the performance of contract employees. The leader is expected to be able to inspire subordinates to always be optimistic in achieving organizational goals in order to improve OCB.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on research conducted at Abinsemal Health Centers I and II on the influence of leadership and organizational commitment on the performance of contract employees with OCB (Organizational Citizenship Behavior), it can be concluded that:

1. Leadership has not a significant positive effect on contract employee performance. This means that the application of leadership in the Abiansemal I and II Puskesmas has not been able to improve contract employee performance.

2. Commitment has a positive and significant effect on the performance of contract employees, this means that the higher the commitment of employees will be able to improve the performance of these employees. Vice versa, the lower the commitment of employees will be able to reduce the performance of these employees.

3. Leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB). This means that the better implementation of leadership in the Abiansemal I and II Puskesmas will be able to improve Organizational Citizenship Behavior (OCB) than employees. Vice versa, the worse the implementation of leadership, the lower will be the Organizational Citizenship Behavior (OCB) of the employee.

4. Organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB). This means that the higher the level of employee commitment will be able to increase the Organizational Citizenship Behavior (OCB) of the employee. Vice versa, the lower the commitment of employees will be able to reduce the Organizational Citizenship Behavior (OCB) of the employee.

5. Organizational Citizenship Behavior (OCB) has a positive and significant effect on the performance of contract employees. This means that the higher the Organizational Citizenship Behavior (OCB) employee will be able to improve the employee's performance. Vice versa, the lower the Organizational Citizenship Behavior (OCB) employees will be able to reduce the employee's performance.

6. Organizational Citizenship Behavior (OCB) mediates positively on the indirect influence of leadership on contract employee performance. This means that increasing leadership can provide a sense of Organizational Citizenship Behavior (OCB) to contract employees in the Abiansemal I and II Puskesmas, so that it can ultimately improve the performance of contract employees.

7. Organizational Citizenship Behavior (OCB) mediates positively on the indirect effect of organizational commitment on employee performance. This means that an increase in organizational commitment can provide a sense of Organizational Citizenship Behavior (OCB) to contract employees at the Abiansemal I and II Puskesmas, so that it can ultimately improve the performance of contract employees.

Recommendations

What researchers can recommend to leaders in the Abiansemal I and II Puskesmas is to improve leadership so that it can improve Organizational Citizenship Behavior (OCB) on contract employees which in turn can improve the performance of contract employees. Because according to the findings in this study, direct leadership is not significant effect on the performance of contract employees.

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