



Influence of leadership and organizational commitment to organizational performance through organizational citizenship behavior of PT. bank Indonesia TBK

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Abstract

This study aims to determine the effect of leadership and organizational commitment to organizational performance simultaneously, determine the effect of leadership and organizational commitment to organizational performance partially determine the effect of the behavior of citizenship organizations to organizational performance partially determine the effect of leadership and organizational commitment to organizational performance through behavior civic organizations. The study was conducted on the organization of employees of PT. Bank BNI Tbk. The number of samples taken 72 people. This sampling using random methods and data analysis with path analysis.

Based on data analysis known that the leadership and organizational commitment variables affect the performance of the organization simultaneously. Leadership and organizational commitment variables affect the performance of an organization partially. Organizational citizenship behavior variables affect the performance of an organization partially. The influence of leadership and organizational commitment to organizational performance through organizational citizenship behaviors indirect effect is greater than the direct effect so that it can be said that the variables of organizational citizenship behavior as an intervening variable.

Keywords: leadership, organizational commitment, organizational citizenship behavior, organizational performance

Introduction

The performance of the organization is very important to develop. High organizational performance impact of competitive advantage for the company. The performance of the organization is generated by an organization that includes the results of that financial performance such as profit, as measured by return on assets, return on investment and so on, the performance of markets such as the expansion of market share, and sales. Besides the return of shareholders a return of shareholders and increase the economy of shareholders.

In some areas of the organization's performance can also be measured by other things such as strategic planning, operations, finance, legal and organizational development. In developing the institution or organization is a necessity to survive in the competitive world climate.

Leadership can impact the performance of the organization. Leadership is the central point and policy makers of the activities to be implemented within the organization. Leadership is an activity to influence the behavior of others so that they would be directed to achieve certain goals (Thoha, 2008: 123) ^[3]. Meanwhile, according to Robbins (2008: 163) ^[10] leadership is the ability to influence a group to achieve goals. Meanwhile, according to Purwanto (1991: 26) ^[9] Leadership is a set of set of capabilities and personality traits, including the authority to serve as a means in order to ensure they lead that they are willing and able to perform the tasks assigned to him willingly, eagerly, no inner joy, and feel forced.

Another factor affecting the performance of the organization is the commitment of the organization. Organizational commitment (is an attitude which reflects the extent to which an individual to know and adhere to the organization. One individual who has a high commitment is likely to see themselves as members of a true organization. Meanwhile, according to Kreitner and Kinicki (2015: 165) ^[6] that organizational commitment reflects the degree to which a person recognizes an organization and tied to goals.

It can be concluded that organizational commitment is a psychological state of individuals associated with faith, trust and a strong reception to the goals and values of the organization, a strong willingness to work for the organization and the degree to which it still wants to be a member of the organization.

Organizational citizenship behavior is a common problem that occurs in the organization. Employees who have the attitude of wanting to help another employee, had persistence in performing daily activities and ready to carry out activities outside the job description would have great organizational citizenship behavior.

Literature Review

Organizational Performance

According to Richard *et al.* (2010) ^[2] the performance of the organization is generated by organizations that include results (outcomes) that the financial performance such as profit, as measured by return on assets, return on investment and so on,

the performance of the market (product market performance) such as the expansion of market share and sales. Besides the return of shareholders a return of shareholders and increase the economy of shareholders.

In some areas of the organization's performance can also be measured by other things such as strategic planning, operations, finance, legal and organizational development. In developing the institution or organization is a necessity to survive in the competitive world climate.

The purpose of productivity associated with the development of that organization (Shrestha, 2005) ^[12]. Small organizations that have a desire to continue to grow and become large. The growing organization in order mengkomadi development itself.

Measuring the performance of the organization according to the concept of PBM SIG (the performance-based management special interest group is to perform monitoring and reporting programs, and pay attention to objectives achieved. Performance is measured based on the activities of the program yagn run, products, and services produced. the effectiveness of the organization's achievement of performance should be able to answer questions

- a. How the project is implemented well
- b. The achievement of organizational goals
- c. Satisfaction of consumers who served
- d. The process must be controlled
- e. Development Organization

Besides, according to Kaplan and Norton (1992) the organization's performance should be measured in terms of concept tdak only financial but also from non-financial. Performance can be measured by productivity, quality, consistency and so on. On the other hand measure organizational performance outcomes, behavioral and normative level, education and concepts generated including management development (Richard, 2010) ^[2].

Leadership

Leadership in an organization is a very important factor in determining the achievement of the goals set by the organization. Leadership is the central point and policy makers of the activities to be implemented within the organization. Leadership is an activity to influence the behavior of others so that they would be directed to achieve certain goals (Thoha, 2008: 123) ^[3]. Meanwhile, according to Robbins (2008: 163) ^[10] leadership is the ability to influence a group to achieve goals. Meanwhile, according to Purwanto (1991: 26) ^[9] Leadership is a set of set of capabilities and personality traits, including the authority to serve as a means in order to ensure they lead that they want and can carry out the tasks assigned to him willingly,

From the above understanding of leadership contains some basic elements, among others: 1) leadership involves other people and their situations group or organization where leaders and members to interact,

2) In the case of power sharing leadership and processes influencing subordinates by the leader, and 3) their common goal to be achieved.

Leadership is the ability to influence a group towards the achievement of a goal. Leadership is a privately run in certain

situations, and are directed through the communication process towards the achievement of one or more specific objectives. Leadership involves a deliberate process of social influence is run by a person against another person to structure the activity and influence within the group or organization (Robbins, 2008) ^[10].

Kartini (2010) ^[5], states that the function of leadership is to guide, lead, guide, build, give or build motivation to work, driving the organization, netted communications networks and bring followers to the targets to be addressed with the provision of time and planning.

Organizational Commitment

According to Robbins and Judge (2008: 100) ^[10] organizational commitment is a condition in which an employee favoring certain organizations as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means favoring organizations that recruit such individuals.

Meanwhile, according to Moorhead and Griffin (2013: 73) ^[7] organizational commitment is an attitude that reflects the extent to which an individual to know and adhere to the organization. An individual who has committed is likely to see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2015: 165) ^[6] that reflects the organization's commitment to recognize the degree to which someone tied to an organization and its goals.

It can be concluded that organizational commitment is a psychological state of individuals associated with faith, trust and a strong reception to the goals and values of the organization, a strong willingness to work for the organization and the degree to which it still wants to be a member of the organization. Organizational commitment is the attitude of employees who are interested in goals, values and objectives of the organization shown by their acceptance of individuals on the values and goals of the organization and have a desire to affiliate with the organization and a willingness to work hard for the organization to make people feel at home and still want to stay in the organization for the sake of achievement of objectives and survival of the organization. organizational commitment revealed the scale of organizational commitment. Aspects of the commitment expressed through the aspects raised Schultz and Schultz (2006, 290) ^[11], namely: (1) acceptance of the values and goals of the organization (2) a willingness to strive for the organization and (3) have a desire to affiliate with the organization. Meyer and Allen (1993) suggests three components of organizational commitment: 1). Affective Commitment, occurs when an employee wants to be part of the organization because of their emotional ties or feel have the same value to the organization, 2). Continuance Commitment, ie the willingness of individuals to remain in the organization because it could not find another job or because of certain economic rewards, 3). Normative Commitment, arising from the values of employees.

Organizational citizenship behavior

Smith *et al.* (1983) ^[1] showed that citizenship behavior is a form of worker contribution to the organization and outside of formal job descriptions. Furthermore, Podsakoff *et al.* (1997)

[8] concluded that there are several reasons why citizenship behavior can affect organizational effectiveness, namely: 1. Helping colleagues to complete work and management; 2. Helping to streamline the use of organizational resources for productive purposes, 3. Reducing the level of organizational resource requirements for productive purposes; 4. Effective policies for coordinating activities between team members and the background of the work group; 5. Improve the ability of organizations to maintain human resources to adapt to the effect that the work of the organization is attractive; 6. Increase the stability of the work capacity of the organization; 7. Increasing the organization's ability to adapt to changes in the work environment.

Therefore, organizational citizenship behavior can be determined by a culture of positive views on employees. Usually, it can be done by giving a good example or pattern, through modeling of employees who have worked before in an organization.

Thus, organizational citizenship behavior can be defined as: a. voluntary behavior and does not include elements of coercion in the interests of the organization; b. this behavior appears without an official order. C. not directly related to the reward system.

Research Methods

Formulation of the Problem

Formulation of this research are as follows:

- 1) How to influence of leadership and commitment to organizational performance PT. Bank Bni Tbk simultaneously?
- 2) How to influence the organization's leadership to organizational performance PT. Bank Bni Tbk partial?
- 3) How to influence the organization's commitment to organizational performance PT. Bank Bni Tbk partial?
- 4) How to influence organizational citizenship behavior on organizational performance PT. Bank Bni Tbk partial?
- 5) How to influence of leadership on organizational performance PT. Bank Bni Tbk Tbk through organizational citizenship behavior variables?
- 6) How to influence the organization's commitment to organizational performance PT. Bank Bni Tbk through organizational citizenship behavior variables?

Population and Sample

Population is a generalization region consisting of the objects / subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions (Sugiyono, 2007) [14]. Samples were towing the majority of the population to represent the entire population (Surakhmad, 2000) [15].

Population and samples used in this study is the number of employees of the company that as many as 72 people. Sampling method was random.

Data Collection Technique

To obtain a concrete and objective data that must be made a study of the problems examined, while the steps that researchers take in data collection is the primary data through questionnaires.

Data Analysis

Stages of processing the data in this study is the classical assumption test with such regression linearity test, heteroskedasticity test, normality test, multicollinearity and autocorrelation and the search for descriptive statistics that the average value, median mode, standard deviation and range.

Results and Discussion

Classic assumption testing

The regression equation generated from calculations using SPSS version 21 must be tested quality by using the classical assumption that qualifies Best Linear Unbiased Estimated (BLUE). Some classic assumption test that must be met is the normality test, autocorrelation, multicollinearity and heteroskedasticity.

1. Normality Test

Testing normality of the data used to draw conclusions whether the data were examined distributed normally so if described would form a normal curve. Test data normality using the Kolmogorov-Smirnov with the results shown in the following table.

Table 1: Results of the calculations Kolmogorov-Smirnov

One-Sample Kolmogorov-Smirnov Test					
		Leadership	Commitment	PKO	Performance
N		72	72	72	72
Normal Parameters, a, b	Mean	19.4583	21.5833	41.8889	42.5694
	Std. Deviation	3.57982	5.74272	6.29231	5.86425
Most Extreme Differences	Absolute	,213	,111	,112	,140
	Positive	,078	,076	,079	,086
	Negative	-,213	-,111	-,112	-,140
Test Statistic		,213	,111	,112	,140
Asymp. Sig. (2-tailed)		,000c	,027c	,026c	,001c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Significance Lilliefors Correction.

Based on the above table it is known that the data meet the assumptions of normality if the value of the significance of having a number greater than 0.05. The data in the table above illustrates that the data has significant numbers above 0.05 so it can be said that the data on the results of the questionnaire have a normal distribution.

2. Autocorrelation Test Data

This test includes testing whether the data in one variable has a significant correlation or not. Testing autocorrelation can be viewed by using the value of Durbin Watson as follows.

Table 2: Results of the calculations Durbin Watson

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,771a	,594	,585	3.80279	1,234

- a. Predictors: (Constant), Commitment, Leadership
- b. Dependent Variable: Performance

Based on the above table the value of Durbin Watson was at the reception did not happen autocorrelation data.

3. Test data multicollinearity

Data multicollinearity test is a test to see whether there is a high correlation between the independent variables. Assuming the testing is done using VIF. If VIF is less than 5 then does not occur between independent variables multicollinearity. VIF calculation results can be seen in the following table.

Table 3: Results of the calculations VIF

Model		Collinearity statistics	
		Tolerance	VIF
1	Leadership	,987	1,014
	Commitment	,987	1,014

a. Dependent Variable: Performance

Based on the above table it is known that VIF is less than 5 so that it can be said that the independent variables are not correlated.

4. Test Data Heteroscedasticity

Data heteroscedasticity test is a test to assess whether the predictive value of the data is correlated with the value of the independent variable. If it happens then the resulting equation does not behave as a good estimator. This test can use the model curve resulting from the equation between X Pred on variable Y and D Resid in the variable X in SPSS.

Based on the results if the data found that the dots are spread not form a specific pattern means that no correlation between predictions densest data on variable Y with the value of the independent variable in the variable X so that the data does not occur heteroscedasticity symptoms.

Hypothesis Testing

1. Effect of Leadership and Organizational Commitment To Performance Organisasi

Linear analysis model can be based on calculations using SPSS program as follows.

Table 4: Results of the analysis of the first equation

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
(Constant)	16,468	2,901		5,676	,000
Leadership	,710	,131	,433	5,433	,000
Commitment	,570	,081	,558	6,997	,000

a. Dependent Variable: performance

Based on the tables above, the simultaneous structural equations can be described as follows

$$Y = 0,433X1 + 0,558X2$$

Table 5. Calculate the F value equations simultaneously

Model	Sum of Squares	df	mean Square	F	Sig.
1 Regression	1394.774	2	697.387	45.965	,000b
residual	1046.879	69	15.172		
Total	2441.653	71			

a. Dependent Variable: performance

b. Predictors: (constant), commitment, leadership

Based on the above table it is known that calculated F value of 45.965 and significance of 0.00. This value is less than 0.05. This means the leadership and organizational commitment variables affect the performance of the organization

simultaneously. The magnitude of the effect of the independent variable on the dependent variable can be seen from the following values of r squared.

Table 6: Values r squared regression model first

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,756a	,571	,559	3.89515

a. Predictors: (Constant), Commitment, Leadership

Based on the above table it is known that the value of r squared of 57.1% means that leadership and organizational commitment variables affect the organizational performance of 57.1% while the rest influenced by other variables that are not incorporated into the model equations.

2. Influence Analysis of Leadership on Organizational Performance Partial

The analysis results leadership on the performance of partially can be seen in the following table.

Table 7: Results of the analysis of the second regression equation

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
(Constant)	26,098	3,316		7,871	,000
Leadership	,846	,168	,517	5,050	,000

a. Dependent Variable: Performance

Structural equation of the above data can be seen as follows

$$Y = 0,517X1$$

Based on the chart above analysis it is known that the leadership coefficient of 0.517. T value of 5.050. The significant value of 0.00. The significance value smaller than 0.05. This means that the leadership variables affect the performance of an organization partially. The magnitude of the effect of leadership on organizational performance can be seen in the following table.

Table 8: The value r squared second equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,517a	,267	,257	5.05636

a. Predictors: (Constant), Leadership

Based on the above table it can be seen r squared value of 0.267. This means that the effect of leadership on organizational performance variables by 26.7% and the rest influenced by other variables not included in the model equations.

3. Influence analysis of organizational commitment on organizational performance partial

The results of analysis of the effect of organizational commitment on performance can be partially seen in the following table.

Table 9: Results of the analysis of the third regression equation

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	beta		

1	(Constant)	28.843	2,132		13.530	,000
	Commitment	,636	,095	,623	6.660	,000

a. Dependent Variable: Performance

Structural equation of the above data can be seen as follows

$$Y = 0,623X2$$

Based on the chart above analysis it is known that the coefficient of organizational commitment at 0.623. t value of 6.660. the significant value of 0.00. The significance value smaller than 0.05. this means that the organizational commitment variables affect of organizational performance partially. The magnitude of the effect of organizational commitment on organizational performance can be seen in the following table.

Table 10: Value quadratic equation r third

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,623a	,388	,379	4.62086

a. Predictors: (Constant), Commitment

Based on the above table it can be seen r squared value of 0.388. This means that the effect of variable organizational commitment to organizational performance by 38.8% and the rest influenced by other variables not included in the model equations.

4. Analysis of effects of organizational citizenship behavior on organizational performance partial

The analysis results of work organizational citizenship behavior on organizational performance can be partially seen in the following table.

Table 11: Results of the fourth regression equation analysis

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	
	B	Std. Error	beta			
1	(Constant)	9.421	2,492		3,780	,000
	PKO	,791	,059	,849	13,449	,000

a. Dependent Variable: Performance

Structural equation of the above data can be seen as follows

$$Y = 0,849X3$$

Based on the chart above analysis it is known that the coefficient of organizational citizenship behavior amounted to 0.849. T value of 13.449. The significant value of 0.00. The significance value smaller than 0.05. This means that the variable organizational citizenship behaviors affect the organization's performance partially. the influence of organizational citizenship behavior on organizational performance can be seen in the following table.

Table 12: Value r squared fourth equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,849a	,721	,717	3.11967

a. Predictors: (Constant), PKO

Based on the above table it can be seen r squared value of 0.721. This means that the effect of variable organizational citizenship behavior on organizational performance amounted to 72.1% and the rest influenced by other variables not included in the model equations.

5. Analysis of effect on leadership to organizational performance through organizational citizenship behavior variables

Coefficient of leadership influence on organizational citizenship behavior can be seen in the following table

Table 13: The influence of leadership on organizational performance through organizational citizenship behavior

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	
	B	Std. Error	beta			
1	(Constant)	19.783	3.171		6,239	,000
	Leadership	1.136	,160	,646	7,087	,000

a. Dependent Variable: PKO

The influence of leadership on organizational performance is 0,517. Leadership influence on performance through organizational citizenship behavior is 0,646 x 0,849 = 0,548. In this case the indirect effect is greater than the direct effect so that it can be said that the variables of organizational citizenship behavior as an intervening variable.

6. Analysis of effect of organizational commitment to organizational performance through organizational citizenship behavior variables

Coefficient of organizational commitment on organizational performance through organizational citizenship behavior can be seen in the following table

Table 14: The coefficient of influence of organizational commitment on organizational performance through organizational citizenship behavior

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	
	B	Std. Error	beta			
1	(Constant)	23.475	1,834		12,797	,000
	Commitment	,853	,082	,779	10,382	,000

a. Dependent Variable: PKO

The direct effect of organizational commitment on organizational performance is 0.623. While the influence of organizational commitment on organizational performance through organizational citizenship behavior is 0.779 x 0.849 = 0.661. In this case smaller than the direct influence indirect influence so that it can be said that the variables of organizational citizenship behavior as an intervening variable.

Conclusions and Recommendations

Conclusion

Leadership and organizational commitment variables affect the performance of the organization simultaneously. F value calculated at 45.965 and significance of 0.00. This value is less than 0.05. R squared value of 57.1% means that leadership and organizational commitment variables affect the organizational performance of 57.1% while the rest influenced by other variables that are not incorporated into the model equations.

Leadership variables affect the performance of an organization partially. T value of 5.050. The significant value of 0.00. The

significance value smaller than 0.05. R squared value of 0.267. This means that the effect of leadership variables on the performance of 26.7% and the rest influenced by other variables not included in the model equations.

Organizational commitment variables affect the performance of an organization partially. T value of 6.660. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.388. This means that the effect of variable organizational commitment to organizational performance by 38.8% and the rest influenced by other variables not included in the model equations.

Organizational citizenship behavior variables affect the performance of an organization partially. T value of 13.449. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.721. This means that the effect of variable organizational citizenship behavior on organizational performance amounted to 72.1% and the rest influenced by other variables not included in the model equations.

The influence of leadership on organizational performance is 0,517. Leadership influence on organizational performance through organizational citizenship behavior is $0,646 \times 0,849 = 0,548$. In this case the indirect effect is greater than the direct effect so that it can be said that the variables of organizational citizenship behavior as an intervening variable.

The direct effect of organizational commitment on organizational performance is 0.623. While the influence of organizational commitment on organizational performance through organizational citizenship behavior is $0.779 \times 0.849 = 0.661$. In this case smaller than the direct influence indirect influence so that it can be said that the variables of organizational citizenship behavior as an intervening variable.

Recommendations

Organizational performance needs to be improved through an increase in the amount of leadership, commitment and organizational citizenship behavior in the working level. Leadership can be improved by improving the leadership that is applied to the organization. The attitude of the leader of a fair, disciplined and attentive to the needs of employees need to be developed.

Organizational commitment can be improved through increased employee awareness of the organization in the form of employee participation to decision making of the company, the activities of a togetherness and personality enhancement training activities.

Increased organisasi citizenship behaviors can be done by meningkatkan kependulian attitude towards other colleagues, improve the attitude of sportsmanship, persistent attitude dalam carry out the work and improve a good attitude as a citizen organization. To improve these attitudes need for socialization and motivation training that shape the character of employees who have a caring attitude towards the organization and willing to help others.

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