

The Influence of Transformational Leadership, Psychological Well-Being on Employees' Performance with Organizational Citizen Behavior as Moderation

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Abstract

In the banking industry, the human aspect is essential in achieving the planned organization's vision, mission, and goals. The role of humans in the company is a pillar and a driver of organizational success. Transformational Leadership and Psychological well-being become a means to Improve Employee Performance. In addition, Organizational Citizen Behaviour is also a driver of Employee Performance in the organization. This study examined 222 banking employees in Indonesia using Structural Equation Modelling (SEM) analysis. The results of this study explain that transformational leadership and psychological well-being positively affect Organizational Citizenship Behaviour. In addition, Transformational Leadership, Psychological well-being has a positive relationship with Employee Performance, and Organizational Citizenship Behaviour positively impacts Employee Performance. The implication of this study is the need to examine different variables that can affect Employee Performance in addition to the variables in this study. This study examines the relationship between transformational leadership and employee performance with Organizational Citizenship Behaviour as a mediating variable. In addition, this research is an evaluation and correction material for management to see the influence of Transformational Leadership and Psychological well-being on employee performance and Organizational Citizenship Behaviour as mediation variables and can determine the right policies. This research can be used as material for analysis and learning about these variables to provide significant benefits to the community.

Keywords

transformational leadership; psychological wellbeing; organizational citizen behaviour; employees' performance; banking indonesia.



I. Introduction

In an organization, the human aspect is essential in determining success in achieving the organization's vision, mission, and goals. The role of humans in organizations is a pillar and a driver of organizational success (Guedj *et al.*, 2015). In addition, the current economic challenges require an excellent process of transforming human resources (Rosario Núñez *et al.*, 2020). Realizing the importance of human resources for the survival and progress of the company, the company must have measures to encourage Employee Performance optimally and be able to meet the critical performance index that has been set, especially in highly competitive and complex service industries such as banking (Cooper *et al.*, 2019). In an organization such as banking, the Human Factor is essential because the

products sold are services and services to customers, so Human Resources in this Industry becomes a critical factor in its customers. Appropriate leadership style and psychological well-being are needed for employees and employee behavior within their organizations, ultimately improving the Employee Performance of banking itself. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

The success of a leader in an organization is not a guarantee of success in leading an organization or company, because this depends on the style applied (Manoppo, 2020). Leadership style and attitude is one of the factors that can affect *Employee Performance* (Thomson et al. , 2016; Dinc and Plakalovic, 2016). There is one factor that needs to be considered in choosing a leadership style including *Transformational Leadership* (Han et al. , 2016) . The *Transformational Leadership* approach can create significant changes in the lives of employees and organizations (Al-Musadieq et.al 2018; Manoppo, 2020). In addition, when the *Transformational Leadership* style is used by a leader, it will make employees perform their duties beyond the assigned tasks and also be able to motivate their employees beyond certain expectations (Tian et al. , 2020) . According to Tian et al. (2020), explaining that the application of *Transformational Leadership* can also improve Employee Performance both personally and in a team. This explains how significantly influential this leadership style is one of the factors that encourages the improvement of outstanding Employee Performance in an organization (Morales et al. , 2018) . *Transformational leadership* is able to guide employees to stay motivated and have good *psychological well-being* so that Employee Performance can still be achieved.

Another factor that makes Employee Performance increase is *psychological well-being*. *Psychological well-being* has important implications both in the workplace and for other aspects of an employee's life. Where Over the years, researchers have known that *Psychological well-being* affects the lives of employees in the workplace and a large number of studies have examined the impact of *Psychological well-being* of employees on Employee Performance (Karapinar et al. , 2020) . What is poorly understood is how employee well-being impacts job performance. Evidence suggests that the health and well-being of employees is one of the most important factors for organizational success and performance (Bakker et al., 2019). Good health and well-being will avoid the effects of work stress on employees which leads to increased Employee Performance.

The success of an organization if its members not only do their main tasks, but also want to do extra tasks, such as the willingness to work together, help each other, provide input, play an active role, provide extra service, and are willing to make effective use of their work time (Robbins and Judge, 2019). Furthermore, Anwar (2021) revealed that *Organizational Citizen Behaviour* as an extra behavior of a person that is beneficial to the organization. *Organizational Citizen Behaviour* is also a unique aspect of an individual's activity at work and is a habit or behavior that is carried out voluntarily, is not part of formal work, and is indirectly recognized by *the reward* system. Therefore, *Organizational Citizen Behaviour* is known to improve the effectiveness, efficiency, and performance of an organization (Podsakoff et al. , 2000; Anwar, 2021).

From the results of the description above, the purpose of this study is to test and find out how the influence formed from the relationship of transformational leadership on employee's performance with Organizational Citizen Behavior as a mediating variable. In addition, this research is an evaluation and correction material for bank management to see the influence of transformational leadership on employee performance with Organizational Citizen Behavior as a mediating variable in the company and can determine the right

policy. Meanwhile, for other parties related to this research, it can be used as reference material and analysis and learning to measure the influence of these variables to provide significant benefits to society.

II. Review of Literature

2.1 Transformational Leadership

Transformational leadership is another extreme because these leaders influence the attitudes and beliefs of followers and motivate them according to their own interests for organizational improvement (Ahmad *et al.*, 2006). Although there are many theories about leadership (Karaca *et al.*, 2012). Transformational leadership style is completely different from transactional leadership style. Transformational *leaders* are trying to develop the full potential of followers (Banks *et al.*, 2016). Transformational Leadership according to Trivedy (2019) is a process in which the effort is to examine the concept from the perspective of changing and evolutionary times that world management is targeted; and what leadership needs to do to survive. Transformational Leadership according to Manoppo (2020) is a process in which leaders and followers help each other to advance to a higher level of morality and motivation, besides that transformational leadership is idealized in the sense that they are a moral example of working towards team benefits (Manoppo, 2020). Flexible leadership adopts the participation of management types with an emphasis on employee communication and appreciation (Kishen *et al.*, 2020).

2.2 Psychological well being

The construction of psychological well-being is theoretically different from happiness in that it includes intrapersonal features related to adaptation and self-actualization (Garcia, 2011). The Multi-dimensional model of pro-psychological well-being proposed by Ryff (1989) consists of the following dimensions: "positive relationships, mastery of the environment, self-acceptance, autonomy, personal growth and life goals". Marlatt (2002) in his empirical findings proved that meaningful engagement reduces despair, anxiety and hostility while it improves a person's psychological well-being. Therefore, it is clear that cultivating mindfulness and mindfulness in an attractive atmosphere will probably foster trust. Employee well-being has been defined in a variety of ways.

2.3 Organizational Citizen Behavior

According to Aprilda *et al.* (2019) Here, *Organization Citizenship Behavior* (OCB) is defined as work-related behavior aimed at an individual or organization as a whole beyond formal organizational behavior to promote efficiency and effective organizational operations. *Organizational Citizen Behaviour* is always an important thing that has always had phenomenal significance for the organization. *Organizational Citizen Behaviour* is an extra behavior of the individual, which is not directly or explicitly recognized in formal work systems, and which can increase the effectiveness of organizational functions in the aggregate (Organ, 1988; Rita *et al.*, 2018). According to Dubey *et al.* (2020) *Organizational Citizen Behaviour* can be defined as 'a contribution to the continuation and facilitation of the social and psychological environment that directly affects the performance of tasks significantly'. Individuals in organizations sometimes express certain behaviors that go beyond the assigned tasks (Ambassador *et al.*, 2020). *Organizational Citizen Behaviour* is a type of free employee behavior that generates "the maintenance and

improvement of the social and psychological context that favors the performance of tasks" (Organ, 1997; and is considered an important tool of the organizations and its long-term performance.

2.4 Employee Performance

According to Gupta and Sharma (2016), performance in English is called job performance or actual performance or performance level, which is the success rate of employees in completing their work. Meanwhile, Bin Shmailan (2016) states that performance is basically what employees do or do not do. Performance is the result of work in quality and quantity achieved by an employee to carry out his functions in accordance with the responsibilities given by a leader and engage in various counterproductive behaviors (Sidabutaret al. , 2020) . states that performance is the degree to which a person has implemented a company strategy, either in achieving specific goals related to the role of the individual and / or by demonstrating competencies that are stated to be relevant to the company. Leaders and employees always maintain and comply with regulations and enforce a clear code of ethics, creating trust that improves Employee Performance (Maswani *et al.*, 2019).

III. Research Method

This research is causal research between free variables (Independent Variables) namely Transformational Leadership, Psychological well being and Organizational Citizen Behaviour against dependent variables, namely Employee Performance. The measurements in this study used 2 independent variables, namely Transformational Leadership, using dimensions according to (Ferozi and Chang, 2021) and indicator as many as 12 questions, while psychological well being used dimensions according to Choi (2021) and indicator as many as 5 questions. For the Employee Performance variable using dimensions according to Kopmans (2016), as well as indicators as many as 18 questions, Organizational Citizen Behaviour mediation uses dimensions according to Rosario Núñez et al. (2020) and indicator as many as 30 question. In this measurement the researcher will disseminate a questionnaire using a Linkert scale 1-5 where the score of 1 is Strongly disagree, the score is 2 Disagree, the score is 3 neutral and the score is 4 agree and the score 5 strongly agrees (Talib et al., 2021). Respondent in this study is an employee of the State Savings Bank Regional Office 1 Bogor, Bekasi, Depok, Cikarang, Cibubur, Harapan Indah with a total of 222 people in 2022. This purposive sampling technique is determined by education, position and working period of more than 1 year. The reason for using this purpose sampling technique is because it is suitable for use in quantitative research or research that does not make generalizations.

IV. Result and Discussion

4.1 Research Results

This research was analyzed using *Structural Equation Models* (SEM) to find out and find out about the relationship of four variables, namely *Transformational Leadership*, Psychological well-being, Organizational Citizenship Behavior to Employee Performance of the State Savings Bank Regional Office 1 Bogor, Bekasi, Depok, Cikarang, Cibubur, Harapan Indah

a. Statistical Descriptive Test

To obtain an overview of the characteristics of employees who are in the environment of employees of the State Savings Bank Region 1 Bogor, Bekasi, Depok, Cikarang, Cibubur, Harapan Indah which will be studied, it is necessary to conduct a statistical descriptive test, namely with the number of respondents as many as 209 employees. The characteristics of respondents in this study that were considered were age, occupation, education and length of service. The data used in this study are primary data obtained through the division of questionnaires which are divided into 64 indicators / statements representing 4 latent variables. The scale used uses a likert scale and has been filled by 222 respondents and is divided into 89 women and 133 men. As for the most age is 31-35 years old as much as 35%, then 25-30 years old as much as 30%, third place with age 35-40 by 15%, and age < 25 years old 10% era with age >40 by 10%. For the highest education, there are undergraduates at 75%, and SMA-D3 at 15%, Masters at 8% and the lowest Doctoral at 2%. The length of work with the largest amount of 1-5 years is 40%, 6-10 years is 30%, over 10 years is 20% followed by a service period below 1 year by 10%.

b. Validity and Reliability Test

Validity tests *are* carried out to see the level of accuracy of the data and are carried out by observing the value of the *loading* factor. From the results of *the Lisrel output*, the *standardized loading factor* of each variable indicator was declared valid and included in this study. For *valid* data proceed with a *reability* test. Test this *reability* to see its *reliable* level.

Table 1. Reliability Test

Variables	Cronbach Alpha
Transformational Leadership	0,984
Psychological well being	0,976
Organizational Citizen Behaviour	0,950
Employee Performance.	0,927

Source: Researcher Processed Data, 2022

Based on the output processed, all variables can be declared reliable because they have a *Cronbach Alpha* value of more than 0.6. So with the declaration of valid and reliable variables in this study, it will be continued in the next stage, namely *confirmatory factor analysis*.

c. Confirmatory Factor Analysis (CFA)

To assess the suitability, suitability or *unidimensionality* of the indicators that make up the dimensions or variables, it is carried out with a *Confirmatory Factor Analysis* (CFA) on each Indicator. Meach value of the loading factor on the latent variable will produce a LISREL *output* where the value of *the loading* factor on each of the variables is latent (*transformational leadership, Psychological well-being, Organizational Citizenship Behavior and Employee Performance*) indicates a value above 0.5. It can be concluded that the entire indicators forming latent / construct variables have represented data analysis.

d. Goodness of Fit Model

To assess whether a model can be said to be feasible, measurements are carried out through several indices. Each index has a minimum measurement that must be achieved by itself to be declared feasible and does not provide a guarantee that the model is indeed fit. Conversely, an index that concludes that the model is very bad, gives no guarantee that the model is really not feasible. In the model fit testing stage (*Goodness of Fit*) the level of match between the data and the model is carried out. The suitability test of the research model was used with the value of several assessment indicators such as *absolute fit measure* with RMSEA value of 0.00 or <0.08 so that it is good fit, GFI with a value of 0.89 or below >0.90 so that poor fit, *incremental / relative fit measure* with AGFI value 0.86 so poor fit, NNFI with a value of 0.99 or above >0.90 so good fit, NFI with a value of 0.98 or above >0.90 so good fit, RFI with a value of 0.98 or above >0.90 so good fit, CFI with a value of 0.99 or above >0.90 so good fit, IFI 0.99 or above >0.90 so good fit, and *parsimonious/adjusted fit measure* PNFI with a value of 0.85 or below >0.90 so that it is poor fit, PGFI with a value of 0.69 or below >0.90 so that it is poor fit. Based on the result match test, it is known that there are 9 measurements of the suitability of the model that are declared good, 6 criteria are declared *good fit* which means that the model can be continued for structural tests because it has been declared fit (Susanti and Alwansyah, 2021).

e. Coefficient of Determination (R-Square)

To find out the coefficient of determination can be seen through the value of R-Square. The higher the value, the better the independent variable is at explaining the dependent variable.

Table 3. Coefficient of Determination (*R-Square*)

Variables	R-Square
<i>Organizational Citizen Behaviour</i>	0,38
<i>Employee Performance</i>	0,51

The coefficient of determination or *R-square* can be interpreted as how much the dependent variable is represented by the variation of independent variables in the research model. It can be seen that the *R-square* value of *Organizational Citizen Behaviour* is 0.38 which means that the Variable *Organizational Citizen Behaviour* is represented 38% by variation and *Transformational Leadership* and *Psychological Well-being*. Whereas in *Employee Performance*, the *R-square* value is 0.51 which means that this variable is represented 51% by variations in *Transformational Leadership*, *Psychological well-being* and *Organizational Citizen Behaviour*. While the remaining 39% are represented by variations in other variables.

f. Structural Model Fit Test

Based on the results of data processing, the following is a path model in this study as shown below:

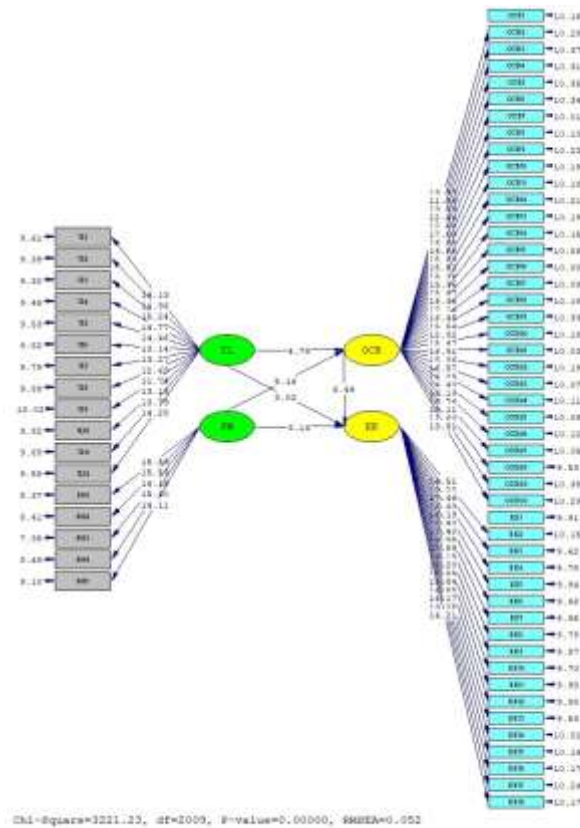


Figure 2. Structural Pathway Model

g. Hypothesis Test

To find out the results of hypothesis testing, it is carried out by looking at the *t* value of the relationship between each research variable. The significant path is a path that has a *t-stat* value greater than 1.96. The magnitude of the influence of each variable is a standardized *direct effect* can be shown in the following table.

Table 4. Hypothesis Testing

Hypothesis	Coefficient	t-stat 1,97	>	Result
H1: Transformational leadership positively affects Organizational Citizen Behaviour	0,34	4,79		data supports hypothesis
H2: Transformational Leadership has a positive effect on Organizational Citizen Behavior	0,37	5,16		data supports hypothesis
H3: Transformational leadership has a positive effect on Employee Performance.	0,19	3,02		data supports hypothesis
H4: Psychological well-being has a positive effect on Employee Performance.	0,21	3,14		data supports hypothesis
H5: Organizational Citizen Behavior has a positive effect on Employee Performance	0,44	6,49		data supports hypothesis

Source: Lisrel Processed Data, 2022

Based on the Hypothesis Testing Table, the test results were obtained, namely; first, There was a positive and significant influence on the relationship of *Transformational Leadership* on *Organizational Citizen Behavior* with a coefficient value of 0.34 with a *t-stat* value of 4.79 (<1.97). Thus, then hypothesis 1 is acceptable. Second, *Psychological well-being* has a positive effect on *Organizational Citizen Behavior* with a coefficient value of 0.37 and has a significant effect with a *t-stat* value of 5.16 (>1.97). Thus, then Hypothesis 2 is accepted. Third, *Transformational Leadership* towards Employee Performance has a positive relationship with a coefficient value of 0.19 and with a *t-stat* value of 3.02 (>1.97). Thus, hypothesis 3 is acceptable and there is a significant influence between *Transformational Leadership* and Employee Performance. Fourth, *Psychological well-being* towards Employee Performance there is a positive relationship with a coefficient value of 0.21 with a *t-stat* value of 3.14 (>1.97). Thus then hypothesis 4 is acceptable and there is a significant influence between *Psychological well-being* Towards Employee Performance. Fifth, In *Psychological well-being* towards Employee Performance there is a positive relationship with a coefficient value of 0.44 with a *t-stat* value of 6.49 (>1.97). Thus, then hypothesis 5 is acceptable and there is a significant influence between *psychological well-being* Towards Employee Performance. Overall, it shows that five hypotheses in positive and immediate influence are accepted.

4.2 Discussion

In the results of the first hypothesis test (H1), it was found that the positive influence between *transformational leadership* on *Organizational Citizen Behavior* in employees of the State Savings Bank of the Region 1 office. This shows that the application of *transformational leadership* in banks in Indonesia can improve the *Organizational Citizen Behavior* of employees of the State Savings Bank Region 1, so that the increase in *Organizational Citizen Behavior* will change along with strong leadership in the line of banking organizations in Indonesia. The results of this study further corroborate the results of previous studies conducted by Lee et al. (2018); Hendijani Fard et al. (2020); Tian et al. (2020); Praditya et al. (2021); Tania et al. (2021); Khaola and Rambe (2021) where in the conclusions of their research showed that *Transformational Leadership* has a positive effect on *Organizational Citizen Behavior*. In this study, it is reaffirmed that the results of research conducted abroad and in sectors outside the banking sector showed the same results as the results of this study. *Transformational Leadership* applied to Indonesian banking shows that it can have an impact on the culture of citizens in a strong organization, so that *Transformational Leadership* has succeeded in making employees give and devote their dedication beyond the limitations and job descriptions that have been given by the company.

In the results of the second hypothesis test (H2), it was found that the positive influence between *psychological well-being* on *Organizational Citizen Behavior*. The results of this study confirm the previous research conducted by Pelealu (2022); Alshahrani and Iqbal (2021) where in the results of the conclusions of their research which stated that there was a positive and significant influence between the *Psychological well-being* of banking employees in Indonesia on the *Organizational Citizen Behavior* of employees of the State Savings Bank Region 1 Bogor Office, Bekasi, Depok, Cikarang, Cibubur, Harapan Indah. Means This result explains that the psychology of employees of the State Savings Bank Regional Office 1 Bogor, Bekasi, Depok, Cikarang, Cibubur, Harapan Indah is very strong so that the behavior of *Organizational Citizen Behavior* also looks increasing. This shows that the environment and policies of Indonesian banking companies are very accommodating to the psychological well-being of their employees, if an employee has a good enough welfare that it can give rise to initiatives to help his co-

workers beyond work responsibilities. In the banking industry, usually team work is very strong because organizational success is individual success so that a very strong culture is formed in the organization. In addition, this result explains that the management and stakeholders have given encouragement for employees to be able to improve *Organizational Citizen Behavior* through an increase in *psychological well-being* expected by employees.

In the results of testing the third hypothesis (H3), it was found that the influence between *Transformational Leadership* and *Employee Performance*. The results of this study confirm the previous research conducted by Rao and Kareem (2015); Jnaneswar and Ranjit (2020); Tian et al. (2020), where in the conclusions of his research that stated the existence of a positive and significant influence between *Transformational Leadership* on *Employee Performance*. This explains that the implementation of transformational leadership by Indonesian banking companies has succeeded in improving the Employee Performance of the State Savings Bank, Bogor, Bekasi, Depok, Cikarang, Cibubur, Harapan Indah. With a better transformational leadership style, the higher the Employee Performance of employees of the State Savings Bank Regional Office 1 Bogor, Bekasi, Depok, Cikarang, Cibubur, Harapan Indah. The success or failure of an enterprise is determined by the leadership, since the leader is responsible for the failure of the implementation of work. On the other hand, success in leading an organization is the success of a leader to be able to influence others and move or carry out a vision, in addition to good coordination or cooperation between leaders and subordinates (Trivedy, 2019).

The impact of this good coordination and cooperation will increase the Employee Performance. This result also shows that *the Transformational leadership* implemented has gone well. As for the results of testing the fourth hypothesis (H4), a positive influence was found between *psychological well-being* on *Employee Performance*, this means that there is a significant influence between *psychological well-being* and *Employee Performance*. So the results of this study support the research of Kundi et al. (2021); Firoozjah et al. (2020); Obrenovic et al. (2020), where in the results of the conclusions of his research that stated the existence of a positive and significant influence between *psychological well-being* on *Employee Performance*. This explains that *the psychological well-being* of employees of the State Savings Bank Regional Office 1 Bogor, Bekasi, Depok, Cikarang, Cibubur, Harapan Indah has been very strong and has succeeded in improving the Employee Performance of the State Savings Bank Regional Office 1 Bogor, Bekasi, Depok, Cikarang, Cibubur, Harapan Indah. With the stronger *psychological well-being*, it also makes the *Employee Performance* of Indonesian Banking employees higher. *Psychological well-being* is very important in human life, including within the scope of the company or the State Savings Bank Regional Office 1 Bogor, Bekasi, Depok, Cikarang, Cibubur, Harapan Indah.

An employee with a good *psychological well-being* will have an impact on job satisfaction, work ethic, loyalty, which will ultimately affect Employee Performance. By having a good *Psychological Well Being*, individuals have positive emotions that are greater than negative emotions, and can maintain the stability of positive emotions and improve negative emotions that exist in them. Employees can perform their functions positively, productively, free from anxiety, are able to overcome various problems in personal and work life, have good interpersonal relationships with other people, co-workers, superiors, or subordinates. Have good stress management, the absence of depressive symptoms and are able to actualize the potential that exists in employees optimally. The high low *psychological well-being* of an employee is influenced by the process of evaluating life experiences during his time as an employee in the company, for

which employees need a lot of social support from family, friends, co-workers, companies or organizations and other parties.

As for the results of testing the fifth hypothesis (H5), it was found that there was a positive influence between *Organizational Citizen Behavior* on *Employee Performance*, this means that there is a significant influence between *Transformational Leadership* and *Employee Performance*. So the results of the research of Tania et al. (2021); Reynaldi et al. (2019); Com et al. (2018), where in the results of the conclusions of his research which stated the existence of a positive and significant influence between *Organizational Citizen Behavior* on *Employee Performance*. This explains that *the Organizational Citizen Behavior* of Indonesian banking employees has been very strong and able to *improve the Employee Performance of the State Savings Bank Region 1 Bogor, Bekasi, Depok, Cikarang, Cibubur, Harapan Indah*. The success of an organization is not only determined by employee behavior that is determined according to their job description (*in role behavior*), but also employee behavior that is outside their job description (*extra-role behavior*). *Organizational Citizen Behaviour* is an individual behavior that is free and explicitly rewarded by the formal reward system, and overall encourages

V. Conclusion

The findings in this study show that Transformational Leadership has a significant positive effect on Organizational Citizenship Behavior. Psychological well-being has a positive relationship with Organizational Citizenship Behaviour. In addition, transformational leadership has a positive relationship with Employee Performance, and psychological well-being has a positive relationship with Employee Performance. Furthermore, Organizational Citizenship Behavior towards Employee Performance shows the result that there is a positive relationship. The hypothesis constructed in this study has supported the results of previous and proven studies.

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