

The Influence of Transformational Leadership and Integrity on Organizational Performance through Organizational Citizenship Behavior of Employees PT Parsariran

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Abstract: 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 markets such as the expansion of market shares, and sales. Besides the return of shareholders a return of shareholders and increase the economy of shareholders. Performance of the organization questioned whether the purpose or mission of the organization in accordance with the reality conditions or economic factors, political, and cultural; whether the structures and policies to support the desired performance; whether it has leadership, capital, and infrastructure in achieving its mission; whether the policy, culture and incentive system supporting the achievement of the desired performance; and whether the organization is to create and maintain policies of selection and training, and resources. This study aimed to determine the effect of transformational leadership and integrity on organizational performance through organizational citizenship behavior. The study was conducted on the organization of PT. Parsariran by sampling using a sample saturated with the involvement of 77 employees in all parts of the organization. Analysis of data using path analysis. Based on data analysis known that transformational leadership and integrity effect on organizational performance through organizational citizenship behavior.

Keywords: Transformational Leadership, Integrity, Organizational Citizenship Behavior, Organizational Performance.

INTRODUCTION

Other factors that affect the performance of the organization is integrity. People who have integration will not be deterred by the temptation to betray the moral values that are believed. Personal motivation is the person who maintains the level of honesty and high ethics in words and actions every day. They are the ones who are competent, conscientious and reliable in the act, it can be trusted by his co-workers, subordinates, and superiors as well as outsiders. They also treat others fairly. The organization's performance is influenced by various factors such as the integrity of transformational leadership and organizational performance. In some areas of the organization's performance can also be measured by other things such as strategic planning, operations, and finance, legal and organizational development. In developing the institution or organization is a necessity to survive in the competitive world climate.

Awaludin, Adam, and Mahrani [1] examined the effect of the integrity of the performance of the organization. The study was conducted at the government hospital in Kendari. The study states that integrity affects the performance of the organization. Konya, Nessic, and Matic [2] stated that the leaders on the performance of the organization. This research was conducted on a number of employees working at the hospital in a European country.

LITERATURE REVIEW

Leadership

Definition of leadership according to Hosking [3] are those who consistently provide an effective contribution to social order that is expected and is perceived to do so understanding of leadership by Siagian [4] suggest that leadership is a skill and ability of a person who has held the post of a leader in a job in influencing the actions of others, especially to his subordinates in order to think and behave in such a way that through this positive behavior can provide a real contribution in the achievement of organizational goals.

Definition of leadership by Young [5] suggests that leadership is a form of domination deliberate or unconscious by the personal capability that is able to promote or encourage another person based on acceptance by the group and have special skills are appropriate for the specific situation. Definition of leadership by Terry [6] states that leadership is an activity to influence people so that they liked to strive to achieve the objectives of the group or organization.

Integrity

Integrity comes from the Latin "integrate" which means complete or flawless, perfect, without a visor. The point is what is in the hearts of the same with what we think, say and do [7]. So we can say that integrity is a consistent attitude and behavior to uphold work ethics and professional ethics. Integration requires the temptation or opportunity to commit misconduct. However, people who are not motivated misconduct because he had confidence in the importance of upholding the noble values in their environment.

Integration is acting consistent with the values and policies of the organization as well as the code of professional conduct, even in a state that is difficult to do so. Simply put, motivation showed firmness attitude, merging deeds and moral values embraced by someone.

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People who become leaders or really successful tend to have three qualities. The quality is according to the Cloud [8], which have a specific ability, to build mutually beneficial relationships (more than just networking), and character. At least, the character in question here includes ethics and motivation. The success of a leader is not only seen from how much ability in a particular field, but more important is how motivated him to manage and use these capabilities in accordance with the moral values he believed.

Organizational Citizenship Behavior

According to the Organ [9], there are five dimensions of organizational citizenship behavior, namely:

- Altruism, it is referred to the voluntary actions of employees to help other working pe deal with their problems, to give instructions to new employees and to help employees to acquire new material as needed.
- Persistence, this dimension refers to a variety of behaviors that exceeds the resolution of a minimum as punctuality, streamline work and save resources.
- Sportif, the individual's willingness to endure suffering without complaining and feel aggrieved.
- Civilization, referring to the far-sighted action to help others to avoid making a mistake or have a problem like to inform the decisions or actions taken that affect others
- Civic Virtue, Showed constructive engagement in the process of political organizations such as read notifications, email, to attend meetings and to know what is happening in the organization.

Organizational Performance

The terms of raw performance can be interpreted as a vote to determine the final goal to be achieved by individuals, groups, and organizations. In this sense performance is a tool that can be used to measure the level of achievement or group and individual policies. Some opinions about the performance were also expressed by some experts as follows:

According to Keban [10] performance is the translation of performance that is often interpreted as "appearance", "protest" or "achievement". It also agreed with the said Mangkunagara [11] that the term is derived from the performance of job performance or the actual performance of the job performance or achievements to be achieved.

According to Keban [10], the achievement of results (performance) can be judged by the actors, namely:

- Individual performance that illustrates how far a person has been carrying out a duty that can give results that have been set by the group or agency.
- Performance groups, which illustrates how far someone carrying out a duty that can give results that have been set by the group or agency.
- Performance of the organization, which illustrates how far the group has carried out all the basic activities so as to achieve the vision and mission of the institution.

- Program performance, namely with regard to how far the activities in the program that has been implemented so as to achieve the objectives of the program.

Performance is an overview of the level of achievement of the implementation of an activity/ program/policy in achieving the goals, objectives, mission, and vision of the organization as stated in the strategic planning of an organization [12]. Performance is a set of output produced by the execution of certain functions during

According to Prawirosentono [13] argues that the performance is the result of work that can be achieved by an employee or group of employees in an organization, in accordance with the authority and responsibilities of each in order to achieve the objectives of the organization in question legally, do not break the law and in accordance with moral and ethics.

Based on some opinions on the above, it can be said that the concept of performance is an overview of the accomplishments of the employees or groups within an organization in the implementation of activities, programs, policies in order to realize the vision, mission, and goals of the organization that has been designated. It is also explained that the concept of performance is closely linked to the concept of the organization. The understanding of the organization described by some experts as follows:

According to Reitz in Prastowo [14] states an organization is a social unit formed goals or more goals. Definition of an organization depends on the viewpoint used to see it. Two approaches to understanding the general sense of organization that is objective and subjective view.

RESEARCH METHODOLOGY

Research Design

This study uses an explanatory analysis approach. This means that each of the variables presented in the hypothesis will be observed by testing the causal relationship of independent variables on the dependent variable.

That phenomenon can be designed through the following mathematical functions:

Model 1 (one)

Simultaneously influence between X1 (transformational leadership) and X2 (integrity) to variable Y (organizational performance) can be formulated with:

$$Y = f(X1, X2)$$

Assuming probability predictor variables are the same $(P \neq 0,000) / < 0,05$

Model 2 (two)

The influence of the independent variables X1 (transformational leadership) to Y (organizational performance) can be formulated with:

$$Y = f(X2)$$

Assuming probability is not the same predictor variables $(P \neq 0,000) / < 0,05$

Model 3 (three)

Partial effect between X2 (integrity) to Y (organizational performance) can be formulated with:

$$Y = f(X3)$$

Assuming probability is not the same predictor variables. $(P \neq 0,000) / < 0,05$

Model 4 (four)

Partial effect between X3 (organizational citizenship behavior) to Y (organizational performance) can be formulated with:

$$Y = f(X3)$$

Assuming probability is not the same predictor variables $(P \neq 0,000) / < 0,05$

Model-5 (five)

Partial effect between X1 (transformational leadership) to Y (organizational performance) through variable organizational citizenship behavior (X3) can be formulated with:

$$X3 = f(X1)$$

$$Y = f(X3)$$

Assuming probability is not the same predictor variables ($P \neq 0,000$) / $< 0,05$

Model 6 (six)

Partial effect of X2 (integrity) to Y (organizational performance) through organizational citizenship variable (X3) can be formulated with:

$$X3 = f(X2)$$

$$Y = f(X3)$$

Assuming probability is not the same predictor variables ($P \neq 0,000$) / $< 0,05$,

Object of Research

The study was conducted in PT. Parsariran

Population and Sample

The 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 [15]. Samples were towing the majority of the population to represent the entire population [5]. The sample used by the author in this study was employees of PT. Parsariran.

The total number of employees by 77 people. Employees are entirely included in the data analysis. This sampling included in the sample collection by using purposive sampling method. This sampling is sampling in an analytical unit by taking into account the same characteristics in the samples. Overall samples were taken at the organization's use saturated sampling.

RESULTS AND DISCUSSION

Effect of Transformational Leadership And Integrity on Organizational Performance

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

Table-1: Results of the analysis of the first equation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	16.080	2,808		5,726	, 000
	LEADERSHIP	, 722	, 126	, 434	5.722	, 000
	INTEGRITY	, 576	, 077	, 568	7,480	, 000
a. Dependent Variable: PERFORMANCE						

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

$$Y = 0,434X1 + 0,568X2$$

Table-2: Calculate the F value equations simultaneously

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1522.196	2	761.098	51.622	, 000b
	residual	1091.025	74	14.744		
	Total	2613.221	76			
a. Dependent Variable: PERFORMANCE						
b. Predictors: (Constant), INTEGRITY, COMMITMENT						

Based on Table 2, it is known that the calculated F value of 51.622 and significance of 0.00. This value is less than 0.05. This means transformational leadership and integrity 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-3: Values r squared regression model first

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,763a	,582	,571	3.83974	1,315
a. Predictors: (Constant), INTEGRITY, COMMITMENT					
b. Dependent Variable: PERFORMANCE					

Based on Table 3, it is known that the value of r squared by 58.2% means that transformational leadership and integrity variables affect the performance of the organization by 58.2% while the rest influenced by other variables that are not incorporated into the model equations.

Effect of Transformational Leadership on Organizational Performance

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

Table-4: Results of the analysis of the second regression equation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	25.816	3.276		7.881	,000
	LEADERSHIP	,858	,164	,517	5.224	,000
a. Dependent Variable: PERFORMANCE						

The structural equation of the above data can be seen as follows
 $Y = 0,517X1$

Based on Table 4, the results of the above analysis it is known that transformational leadership coefficient of 0.517. T value of 5.224. The significant value of 0.00. The significance value smaller than 0.05. This means that the variable effect of transformational leadership on organizational performance. The magnitude of the effect of transformational leadership on organizational performance can be seen in the following table.

Table-5: Values r squared second equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,517a	,267	,257	5.05429
a. Predictors: (Constant), LEADERSHIP				

Based on Table 5, it can be seen r squared value of 0.267. This means that the effect of transformational leadership variables on the performance of 26.07% and the rest influenced by other variables not included in the model equations.

Influence of Integrity on Organizational Performance

The analysis results of integrity for the organization's performance can be seen in the following table.

Table-6: Results of the analysis of the third regression equation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	28.870	2,028		14.237	,000
	INTEGRITY	,639	,091	,631	7.039	,000
a. Dependent Variable: PERFORMANCE						

The structural equation of the above data can be seen as follows
 $Y = 0,631X2$

Based on Table 6, the results of the above analysis it is known that the integrity coefficient of 0.631. T value of 7.039. The significant value of 0.00. The significance value smaller than 0.05. This means that the integrity of variables affects the performance of the organization. The amount of influence the integrity of the organization's performance can be seen in the following table.

Table-7: The third equation r squared

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	, 631a	, 398	, 390	4.58065
a. Predictors: (Constant), INTEGRITY				

Based on Table 7, it can be seen r squared value of 0.398. This means Integrity variables influence the organizational performance of 39.8% and the rest influenced by other variables not included in the model equations.

Influence of Organizational Citizenship Behavior on Organizational Performance

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

Table-8: Results of the fourth regression equation analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	9.508	2,445		3.889	, 000
	BEHAVIOR	, 785	, 057	, 845	13.710	, 000
a. Dependent Variable: PERFORMANCE						

The structural equation of the above data can be seen as follows
 $Y = 0,845X3$

Based on Table 8, the results of the above analysis it is known that the coefficient of organizational citizenship behavior amounted to 0.845. T value of 13.710. The significant value of 0.00. The significance value smaller than 0.05. This means that the organizational citizenship behavior variables affect the performance of the organization. The magnitude of the effect of organizational citizenship behavior on organizational performance can be seen in the following table.

Table-9: Values r squared fourth equation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	, 845a	, 715	, 711	3.15235
a. Predictors: (Constant), BEHAVIOR				

Based on Table 9, it can be seen r squared value of 0.715. This means that the influence of organizational citizenship behavior variables works on the organizational performance of 71.5% and the rest influenced by other variables not included in the model equations.

Effect of Transformational Leadership To Organizational Performance Through Organizational Behavior Citizenship

The coefficient of the influence of transformational leadership on organizational performance through organizational citizenship behavior variables.

Table-10: The effect of transformational leadership on organizational citizenship behavior

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	19.189	3,109		6.172	, 000
	LEADERSHIP	1.174	, 156	, 656	7.525	, 000
a. Dependent Variable: BEHAVIOR						

Based on Table 4, it can be seen that the direct effect of transformational leadership on organizational performance is 0,517. The influence of transformational leadership on organizational performance through organizational citizenship behaviors work is $0,656 \times 0,845 = 0.554$. 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.

Influence Integrity and Organizational Performance Through Organizational Citizenship Behavior

The coefficient of integration influence the behavior of organizational citizenship can be seen in the following table.

Table-11: The coefficient of integrity influence on organizational citizenship behavior

Model		Coefficients unstandardized		standardized	t	Sig.
		B	Std. Error	Coefficients beta		
1	(Constant)	24.293	1.824		13.320	,000
	INTEGRITY	,831	,082	,761	10.172	,000
a. Dependent Variable: BEHAVIOR						

Based on Table 6, it can be seen that the direct effect on integrity to organizational performance organizational is 0.631. While the integrity of the influence on organizational performance through organizational citizenship behavior is $0,761 \times 0,845 = 0.643$. In this case smaller than the direct influence of indirect influence so that it can be said that the variables of organizational citizenship behavior as an intervening variable.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Transformational leadership and integrity variables affect the performance of the organization simultaneously. Calculated F value of 51.622 and significance of 0.00. This value is less than 0.05. R squared value by 58.2% means that transformational leadership and integrity variables affect the performance of the organization by 58.2% while the rest influenced by other variables that are not incorporated into the model equations.

Transformational leadership variables affect the performance of the organization. T value of 5.224. 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 transformational leadership variables on the performance of 26.07% and the rest influenced by other variables not included in the model equations.

Integrity variables affect the performance of the organization. T value of 7.039. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.398. This means Integrity variables influence the organizational performance of 39.8% and the rest influenced by other variables not included in the model equations.

Organizational citizenship behavior variables affect the performance of the organization. T value of 13.710. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.715. This means that the effect of variable organizational citizenship behavior on organizational performance of 71.5% and the rest influenced by other variables not included in the model equations.

The influence of transformational leadership on organizational performance is 0,517. The influence of transformational leadership on organizational performance through organizational citizenship behavior is $0,656 \times 0,845 = 0.554$. 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 integrity on organizational performance is .631. While the integrity of the influence on organizational performance through organizational citizenship behavior is $0,761 \times 0,845 = 0.643$. In this case smaller than the direct influence of 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 by increasing the transformational leadership, integrity and organizational citizenship behavior of employees. Leadership should be done with due regard to the organizational culture of the company.

Integrity is built on the foundation of the discipline. Integrity is a moral strength, Integrity can be enhanced by evaluating what is in the hearts of the same with what we think, say, and do, Integrity comes from unselfish attitude, keep the good name and implement systems to assess the norms of life.

Organizational citizenship behavior as the contribution of workers to the organization and outside of the formal job description can be improved by increasing the sense of voluntary action to help co-workers and increase persistence in work, improve the sportive action.

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