

THE INFLUENCE OF LEADERSHIP, WORKLOAD, AND ORGANIZATONAL CITIZENSHIP BEHAVIOR ON EMPLOYEE PERFORMANCE ON PT. BANK MANDIRI SEMARANG BRANCH

Gabriella Lena Talentania Rering¹, Kis Indriyaningrum²

^{1,2} Stikubank University Semarang

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E-mail:

gabylena2@gmail.com,
kis.indriyaningrum@edu.unisbank.ac.id

ABSTRACT

This study aims to analyze the effect of "Leadership, Compensation, and Organizational Citizenship Behavior on employee performance at PT Bank Mandiri Semarang. The population in this study were 100 employees and everything becomes samples research. Analysis techniques include: model analysis, hypothesis testing. The data collection process of PT Bank Mandiri Semarang employees using research instruments in the form of questionnaires distributed to the entire sample. Based on the results of data analysis that has been carried out, it can be concluded that: leadership has a positive and significant effect on employee performance, workload has a positive and significant effect on employee performance, and organizational citizenship behavior has a positive and significant effect on employee performance.

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1. INTRODUCTION

In the modern era like today, there are various factors that support the progress of a company. One of them that plays an important role in supporting the progress of a company is employee performance. Employees or employees in a company are an important element in determining the progress or retreat of a company. In achieving its goals, the company needs competent employees who are in accordance with the requirements in the company and must also be able to carry out the tasks that have been determined by the company. Every company will always strive to improve the performance of its employees in the hope that what is the company's goals can be achieved.

Employees can work well if they have high performance so that they can produce a good work result, therefore employee performance is an aspect that must be considered because if the performance of employees in a company is good or not good, it is very influential on progress as well as development of the company itself. Of course, the performance of employees here is greatly influenced by various factors including leadership, workload and OCB in the professional environment or the world of work.

PT Bank Mandiri Semarang branch which is one of the largest state-owned enterprises engaged in banking. PT Bank Mandiri is one of the banks in Indonesia with international standards that provides maximum service in the field of banking / financial services and is headquartered in Jakarta, and has branch offices in all provinces in Indonesia. As one of the largest banks in Indonesia, of course, every employee is required to be able to behave professionally and provide the best service.

The company's target to be achieved is that employees are able to meet the targets set by the Jakarta head office. According to research conducted by Piartini (2018), Bahrum (2015), Shahara (2021), and Isvandiari (2018) states that the Leadership variable has a positive and significant effect on employee performance. However, contrary to the results of research conducted by Saputri (2018), Nabahan (2020) and Tanjung (2020) states that the Leadership variable has a negative and insignificant effect on employee performance. In addition to Leadership, workload is also an important factor in the performance of employees within the company. The existing workload is very influential on employee performance in a company. Workload is a number of processes or activities that must be completed by a worker within a certain period of time. If a worker is able to complete and adjust to a number of assigned tasks, then it does not become a workload. According to research conducted by Rohman (2021), Prayudi (2020), Hartono (2020), and Surijadi (2020) stated that the workload variable has a positive and significant effect on employee performance. However, contrary to the results of research conducted by Chandra (2017),

The Influence Of Leadership, Workload, And Organizational Citizenship Behavior On Employee Performance On PT. Bank Mandiri Semarang Branch. Gabriella Lena Talentania Rering, et al

Andriyansyah (2017), Rolos (2018) and Runawas (2018) stated that varied workloads have a negative and insignificant effect on employee performance. In addition to leadership and workload, Organizational Citizenship Behavior (OCB) is also an important factor in employee performance in the company. The existing Organizational Citizenship Behavior (OCB) is very influential on employee performance in a company. According to research conducted by Leksono (2018), Yuniati (2018), Bahri (2018) and Muhammad (2017) stated that the variable Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance. However, contrary to the results of research conducted by Eddy (2018), Dewi (2018) and Nurpaliza (2020) stated that the variable Organizational Citizenship Behavior (OCB) has a negative and insignificant effect on employee performance.

2. LITERATURE REVIEW

Employee Performance

Performance is defined as something to be achieved, achievements shown and abilities of a person. According to (Setiawan, 2015), performance is basically what employees do and what employees don't do. The performance of employees affects how much they contribute to the organization. According to Hasibuan (2016), there are five indicators that affect employee performance, namely as follows:

1. Quantity of Work Results
2. Quality of Work
3. Efficiency
4. Thoroughness
5. Creativity

Leadership

According to Hasibuan (2017) Leadership is a person with his leadership authority directing his subordinates to do part of his work in achieving goals. So the leader must have subordinates, must divide his work and must remain responsible for the work. According to Sedarmayanti (2017), there are five indicators that affect leadership, namely as follows:

1. Integrity
2. Competent (Competency)
3. Consistency (Consistency)
4. Loyalty
5. Open (Openness)

Workload

According to Sunarso (2016), workload is the amount of work that must be carried by a position / organizational unit and is the product of the multiplication between work volume and time norms. If the worker's ability is higher than the number of jobs, there will be a feeling of boredom. But on the contrary, if the ability of workers is lower than the demands of the job, there will be more fatigue.

According to Putra (2016), there are five indicators that affect workload, namely as follows:

1. Targets to be achieved
2. Conditions of Employment
3. Time User
4. Job Standards

OCB (Organizational Citizenship Behaviour)

According to Allison (2016), Organizational Citizenship Behavior (OCB) is a preferred behavior that is not part of an employee's formal obligations, but supports the effective functioning of the organization. As a free individual behavior, it is not directly or explicitly related to the reward system and can improve the effective functioning of the organization. According to Hery (2017), there are five indicators of organizational citizenship behavior, namely as follows:

1. Altruism (the behavior of helping others)
2. Conscientiousness
3. Sportsmanship
4. Courtesy (maintaining good relations)
5. Civic virtue (citizens' discretion)

3. METHODS

This research was conducted at PT. Bank Mandiri which is located at Jl. Pahlawan, Semarang City. The total population in the company is 100 employees of PT. Bank Mandiri Semarang Branch. Data and control techniques can be done by filling out a questionnaire (questionnaire). As for the explanation of the data collection technique, namely: Questionnaire (questionnaire)

4. RESULTS AND DISCUSSION

Data Analysis Techniques

Multiple Linear Regression

4.1 Test Model

4.1.1 Coefficient of Determination

Tabel 1. Coefficient of Determination

Independent Variables	Dependent Variables	Adjusted R Square
Leadership (X1) Workload (X2) Organizational Citizenship Behaviour (X3)	Karyawan Performance (Y)	0,689

Source: Primary data processed, 2022.

The Adjusted R Square value obtained was 0.689 which means that employee performance can be explained by the variables of leadership, workload and Organizational Citizenship Behaviour of 68.9%, while the remaining 31.1% is explained by other factors outside the model that were not studied in this study.

4.1.2 Test F

Table 2. Test F

Type	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2041.782	3	680.594	74.147	,000 ^b
Residual	881.178	96	9.179		
Total	2922.960	99			

Source: Primary data processed, 2022.

Based on the results of the F test in the table above, it shows a calculated F value of 74.147 with a probability of significance of 0.000. Since the probability of its significance is less than 0.05, then H₀ is rejected and H_a is accepted. Which means it can be said that leadership, workload, and Organizational Citizenship Behaviour simultaneously affect employee performance

4.2 Regression Equation Test

Tale 3 Regression Equation Test

No	Research Variables	Unstandardized Coefficients		Standardized Coefficients	t	Significant	Information
		B	Std. Error	Beta			
1	Leadership	.560	.113	.480	4.947	.000	Hypothesis accepted
2	Workload	.451	.141	.304	3.205	.002	Hypothesis accepted
3	Organizational Citizenship Behaviour	.224	.080	.174	2.805	.006	Hypothesis accepted

Source: Primary data processed, 2022.

The result of the aforementioned regression equation can be interpreted as follows:

$$Y = 0.480 X_1 + 0.304 X_2 + 0.174 X_3$$

The Influence Of Leadership, Workload, And Organizational Citizenship Behavior On Employee Performance On PT. Bank Mandiri Semarang Branch. Gabriella Lena Talentania Rering, et al

1. Leadership variables have a positive and significant effect on employee performance.
2. Workload variables have a positive and significant effect on employee performance.
3. *Variable Organizational Citizenship Behaviour* positively and positively affect employee performance

The hypothesis is accepted because it is less than 0.005

Discussion

The Effect of Leadership on Employee Performance

The results showed that leadership has a positive effect on employee performance. This means that a leader must have strong individual concepts and abilities to achieve goals in the company. In order for company management to run well, the company must have a quality, knowledgeable and highly skilled leader and strive to manage the company as optimally as possible so that employee performance will increase and company goals will be achieved. The results of this study indicate that leadership has a very important and central role in banking or companies. A leader must be able to equalize the perceptions, vision and mission of its members. To achieve common goals, human resources in the organization or company need to foster and build a togetherness by following the direction of the leader. Leadership in an organization has a fairly broad impact including employee behavior, leadership that is able to move employees can improve employee performance and supervision carried out by superiors on employees allows employees to work better. Similarly, in the leader making work regulations is used to create conducive conditions. Rules are made to make the work smooth, how to get a job task completed on time so that the goals of the organization can be achieved. The results of the study are in line with previous research that leadership has a positive and significant effect on employee performance according to Any Isvandiari (2018), Bimantara Sembiring (2018), Kadek Mahendra Putra (2016).

The Effect of Workload on Employee Performance

The results showed that workload has a positive effect on employee performance. This means that the greater the pressure or target owned by the employee, the more stressed or the workload will increase. The amount of work that must be carried by a position / organizational unit and is the result of the multiplication between the number of jobs and time. Every worker can work healthily without endangering himself or the community around him, for this reason, it is necessary to make efforts to harmonize between work capacity, workload and work environment in order to obtain optimal work productivity. The workload of a person is already determined in the form of corporate work standards according to the type of work. If most of the employees work according to company standards, then it is not a problem. Conversely, if employees work below standard, the workload is excessive. Meanwhile, if employees work above the standard, it can mean that the estimated standards set are lower than the employee's own capacity. The results of this research are in line with previous research that workload has a positive and significant effect on employee performance according to Welly Hartono (2020) and Jeky K R Rolos (2018).

The Effect of OCB (Organizational Citizenship Behaviour) on Employee Performance

The results showed that *Organizational Citizenship Behaviour* has a positive effect on employee performance. This means that employees who are cooperative and earnestly complete the work in achieving their goals. These results are in line with the research conducted by. Choice behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. Organizations want and need employees who are willing to perform tasks that are not listed in their job description. Facts show that organizations that have such employees have better performance than other organizations. Organizational Citizenship Behavior as a free individual behavior, is not directly or explicitly related to the reward system and can improve the effective functioning of the organization. In the context of organizational behavior, the extra role behavior or good behavior of organizational citizens known as organizational citizenship is very important because it contributes positively to the quality of work of organizational performance. The results of this research are in line with previous research that OCB (Organizational Citizenship Behavior) has a positive and significant effect on the performance of work according to Elit Yusniati (2018) and Kadek Mahendra Putra (2016).

5. CONCLUSION

Based on the results of research at PT. Bank Mandiri can be concluded as follows: Leadership has a positive and significant effect on employee performance. This means that the better the leadership pattern

The Influence Of Leadership, Workload, And Organizational Citizenship Behavior On Employee Performance On PT. Bank Mandiri Semarang Branch. Gabriella Lena Talentania Rering, et al

applied by the company, the better the performance of employees at PT. Bank Mandiri Workload has a positive and significant effect on employee performance. This means that the better the provision of the appropriate workload, the faster the employee's performance will be completed and the better in PT. Bank Mandiri. *Organizational Citizenship Behaviour* positively affects employee performance. This means that employees who have good OCB, then employee performance will be better at PT. Bank Mandiri

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