The Mediating Role Of Organizational Citizenship Behavior On The Influence Of Transformational Leadership On Employee Performance In Private Plantations In Riau

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Abstract

To improve the performance of a company, various sectors must work together. The role of leadership in leading a company is very important. Therefore, this study will examine the mediating role of organizational citizenship attitudes towards the influence of transformational management on employee performance in private plantations in Riau. The research data were collected through an explanatory method with 200 respondents. Plantations in Riau are the location of the study. The study shows that transformational leadership has a positive impact on organizational citizenship behavior, performance, and organizational commitment. Organizational citizenship mediation also has a positive impact on transformational leadership on employee performance. So, each variable has an influence on employee performance in private plantation companies in Riau.

Keywords: Organizational Citizenship Behavior Mediation, Transformational Leadership, Employee Performance, Private Plantations in Riau

INTRODUCTION

It is not easy to implement transformational leadership style in oil palm plantation companies. Resistance to change from top management to employees is a major problem. Changes in leadership style are often difficult to accept due to existing customs and hierarchical structures in the plantation industry. Employees who are accustomed to an authoritarian leadership style may be anxious or skeptical of a more participatory and inspiring approach. In addition, limited leadership skills and resources can be barriers. To carry out transformation, a leader must have a clear vision, communicate well, and be able to inspire and empower his employees. However, some plantation leaders may not have or be ready to develop these skills. Developing and training leaders to adopt a transformational leadership style can take time (Haldorai et al., 2021; Iqbal et al., 2023).

Transformational leadership influences employee performance as well as Organizational Citizenship Behavior (OCB), which is the voluntary behavior of employees that goes beyond their formal responsibilities and helps the overall operation of the organization run smoothly. Through a compelling and meaningful vision, transformational leaders can inspire and motivate their employees. These leaders can encourage employees to identify with the goals and principles of the organization. Idealistic influence, inspirational motivation, intellectual stimulation, and individualized consideration are elements of transformational leadership that are essential to enhancing OCB (Iqbal et al., 2023; Miao et al., 2017; Tuan et al., 2021). There is insufficient research on the impact of transformational leadership on citizenship behavior (OCB) among plantation company employees. This is mainly due to the lack of research focusing on the context of the plantation industry, which has features such as harsh working conditions, remote locations, and specific environmental issues. Much of the research on OCB and transformational leadership has been conducted in the corporate, education, and healthcare sectors. Therefore,

their findings may not be fully relevant or applicable in the plantation sector (Iqbal et al., 2023; Wengang et al., 2023; Zhao & Zhou, 2021).

In oil palm plantations, the mediating role of Organizational Citizenship Behavior (OCB) in the influence of transformational leadership on employee performance is very significant. Transformational leadership, which includes factors such as idealistic influence, inspirational motivation, intellectual stimulation, and individual consideration, has the potential to create a supportive and inspiring work environment. A transformational leader can encourage employees to go beyond their formal responsibilities and voluntarily contribute to the prosperity of the organization, which is the basis of OCB (Hsieh et al., 2024; C. M. Wu et al., 2023).

Workload imbalance is one of the major issues facing OCB in oil palm plantation companies, which can hinder employee productivity and health. OCB serves as a mediator that links QWL and work commitment to employee performance. Good work environment quality and strong organizational commitment encourage employees to participate in OCB, which in turn results in improved individual and organizational performance. Companies that focus on improving QWL and strengthening their employees' organizational commitment will see an increase in supportive volunteer behavior (Noor & Abdullah, 2012).

The problem of organizational commitment among palm oil plantation employees has many complex and diverse aspects. One of the main problems is low employee loyalty and attachment to the company, which is often caused by inadequate working conditions, such as limited facilities, difficult working environments, and lack of employee welfare. In addition, the lack of career development opportunities and adequate training can also reduce employee motivation and commitment. Other factors that can impact the organization are unhealthy relationships between management and employees, as well as leadership styles that are not supportive or inspiring. Unfair or inconsistent management policies and practices can also reduce employee trust and attachment to the organization. Conversely, changes in palm oil commodity prices and market instability can increase economic pressure on the company. This ultimately affects employee welfare policies and job stability. All of these factors contribute to the major challenge of building and maintaining strong organizational commitment among palm oil plantation employees.

The mediation of organizational commitment on the influence of transformational leadership on the performance of oil palm plantation employees is very important. The focus of transformational leadership on individual development, inspiration, and motivation has a direct impact on improving employee performance. However, this influence is often mediated by the level of employee commitment to the organization. Workers tend to show higher performance when transformational leaders encourage employees to be strongly committed to the organization's vision and goals. Strong organizational commitment makes employees more engaged and enthusiastic to do their best. They are more motivated to achieve common goals, increase productivity, and try their best to achieve optimal work results. Therefore, organizational commitment helps link transformational leadership style to better oil palm plantation employee performance (Iqbal et al., 2023, 2023; Yakimova et al., 2016).

The lack of research on the relationship between organizational commitment and employee performance often lies in several important elements that have not been fully studied. Variations in the impact of organizational commitment in the context of a particular industry or sector, such as oil palm plantations, where internal and external factors can be very different from other sectors, is one area that has received little attention. In addition, longitudinal research that can show how organizational commitment and employee performance change over time is

needed. Mixed methods research is also needed to gain a deeper understanding of these dynamics (Kara et al., 2013; Thomas & Albishri, 2024; Wei et al., 2023). Based on the findings from the presentation of the above phenomenon, the research title can be determined as follows: the mediating role of citizen attitudes in the organization towards the influence of transformational leadership on employee performance in private plantation employees in Riau province.

LITERATURE REVIEW

Employee Performance

The extent to which an individual or group successfully achieves the goals and standards set in their workplace is called employee performance. It encompasses a variety of elements, including overall contribution to organizational goals, target achievement, quality of work output, and productivity (Meyer & Dunphy, 2019). The results achieved are not the only way employee performance is measured; the work processes, efficiency, and innovation used to achieve those results are also important. Managers and superiors typically conduct regular employee performance evaluations to provide feedback, identify areas for development, and provide rewards or incentives to employees who meet or exceed performance standards (Di Vaio et al., 2021).

The work environment, support from superiors and coworkers, and the availability of resources needed to complete tasks are some of the external factors that affect employee performance. Employees can be more productive and more productive if they have a good work environment, which includes a safe, comfortable, and conflict-free workplace. Support from superiors, which includes guidance, rewards, and recognition, and cooperation with coworkers, are also very important to increase employee motivation. Resources such as adequate work tools, access to information, and relevant training enable employees to perform better. In addition, changes in the industry or economy can affect employee performance, providing new challenges and opportunities (Ibrahim et al., 2017; Sharma et al., 2021; Wang et al., 2020).

Organizational Citizenship Behavior

Individual behavior in an organization that goes beyond their formal duties and responsibilities and contributes to the overall success and efficiency of the organization is referred to as organizational citizenship behavior (OCB). OCB includes voluntary actions of employees that are not recognized by the formal reward system but help the organization function such as helping coworkers, taking initiative, and being loyal to the company (Hermanto et al., 2024).

OCB is unique in that it does not require direct compensation. It demonstrates high levels of employee involvement and commitment to the organization and their colleagues. OCB has several aspects, such as altruism (helping coworkers), courtesy (preventing conflict), sportsmanship (maintaining a positive attitude even in difficult situations), conscientiousness (performing tasks carefully and on time), and civic engagement (engaging in organizational activities outside of primary duties) (Iqbal et al., 2023). OCB encompasses a variety of aspects of workplace behavior that support a productive and healthy work environment. These include helping coworkers who are facing problems, offering new ideas for improving work processes, maintaining a positive spirit, and actively participating in company meetings and events. OCB can also involve actions that support the organization's culture and norms, as well as behaviors that demonstrate a sense of responsibility and concern for the collective well-being (Tai et al., 2012).

OCB is considered important because it can improve overall organizational performance, create a better work culture, and increase employee satisfaction and engagement. Employees who demonstrate OCB tend to create a more collaborative and supportive work environment, which in turn can increase productivity and operational efficiency. In addition, OCB can help companies retain talented employees (Hsieh et al., 2024).

Transformational Leadership

Transformational leadership is a leadership style that focuses on a leader's ability to inspire and motivate followers to achieve extraordinary results while developing their personal and professional potential. The concept of transformational leadership encompasses the process by which a leader works with a team or followers to identify what is needed for change, create an inspiring vision for the future, and motivate them to do what they can do (Gumusluoglu & Ilsev, 2009; Siahaan, 2017).

The ability of transformational leaders to bring about fundamental change in an organization through a charismatic, visionary, and individual development-oriented approach is a hallmark of transformational leadership. Transformational leaders not only focus on achieving organizational goals but also on improving the morale, motivation, and performance of their followers. They act as change agents who are able to encourage creativity, innovation, and adaptation to change. In this regard, transformational leadership emphasizes the importance of ongoing coaching, effective communication, and strong interpersonal relationships (Hermanto et al., 2024; Iqbal et al., 2023).

Idealistic influence, inspirational motivation, intellectual stimulation, and individualized consideration are some aspects of the scope of transformational leadership. Idealistic influence means that leaders act as role models with integrity and have a clear vision, thereby generating trust and respect from followers. Inspirational motivation includes the leader's ability to convey an interesting and challenging vision, which inspires Intellectual stimulation means that leaders encourage critical thinking and creativity by inviting followers to try new solutions and creative ideas. When leaders consider individuals, they show genuine concern and support for the needs and progress of their followers by providing helpful criticism and opportunities for growth (Eliyana et al., 2019; Jauhari et al., 2024).

RESEARCH METHOD

Using an explanatory research type, this study focuses on explaining the causal relationship between the variables studied: Organizational Commitment, Employee Performance, and Transformational Leadership. The purpose of this study is to limit the discussion to the core of the problem so that the results can be more systematic and measurable. This study involved private plantation employees in Riau Province. It will see how transformational leadership affects employee performance, using organizational commitment as an intervening variable. This study was conducted in Riau Province. This study involved private oil palm plantation employees in Riau Province. Kline (2011) stated that more than 200 high-quality samples were taken using the Structural Equation Model method. Primary and secondary data are the data sources used in this study. To collect questions relevant to this research problem, the Likert scale method was used. The variables in this study were measured using a 5-point Likert scale. SEM analysis was carried out using the Smart-PLS version 3.0 application program for data processing.

Validity and Reliability Test

In the main analysis stage, the confirmatory factor analysis (CFA) method will be used to test the validity. This is done to find out how good the causal relationship is between each

indicator and its latent variable. The value of the additional factor and its AVE can be measured, and an additional factor exceeding 0.5 is considered very significant (Hair, Black, Babin, & Anderson, 2010). In addition, reliability is related to the reliability and consistency of an indicator. Reliability analysis is used to measure the level of accuracy and precision of possible answers to several questions. High reliability measurements give researchers a level of confidence that each indicator is consistent in its measurement. To process the data, SEM analysis is used in the Smart-PLS version 3.0 application program.

RESULT AND DISCUSSION

The Influence of Transformational Leadership on Organizational Citizenship Behavior

The influence of transformational leadership on OCB is significant and interrelated. Transformational leadership has aspects such as individual consideration, idealistic influence, inspirational motivation, and intellectual stimulation. This method can help create a supportive work environment and motivate employees to go beyond their formal responsibilities. Transformational leaders set an example with their integrity and commitment, which inspires employees to behave in the same way. By providing a clear vision and inspiring motivation, they can encourage employees to do more than expected (Al-shami et al., 2023; Iqbal et al., 2023).

In addition, employees are motivated by the intellectual stimulation provided by transformational leaders. This stimulation often involves cooperation and supportive co-workers behavior, which is the basis of OCB (Özduran & Tanova, 2017; Zhao & Zhou, 2021). Personal consideration provided by transformational leaders also makes employees feel valued and cared for, increases job satisfaction, and increases loyalty. This encourages them to volunteer to help co-workers, support positive change, and actively participate in organizational activities. All of these are indicators of OCB. Overall, transformational leadership helps improve OCB by creating an inspiring, supportive, and collaborative work environment. Ultimately, this will result in improved overall organizational performance (Miao et al., 2017; Pham et al., 2021).

H1: There is an Influence of Transformational Leadership on Organizational Citizenship Behavior

The Influence of Transformational Leadership on Employee Performance

Employee performance can be significantly influenced by transformational leadership. Transformational leadership can improve team and individual performance through idealistic influence, inspirational motivation, intellectual stimulation, and individual consideration (Iqbal et al., 2023; Kara et al., 2013; Singh et al., 2020). Transformational leaders set an example by being honest and dedicated, inspiring their employees to work with the same passion. Leaders who have a clear vision and strong motivation can increase employee motivation and morale by increasing their involvement in achieving organizational goals (Filimonau et al., 2024; Hoai et al., 2022; Iqbal et al., 2023).

Transformational leaders encourage employees to be innovative, find new solutions, and continuously learn and grow. This enhances employees' ability to solve problems and adapt, which in turn improves their performance. Special attention given to individual development, also known as individualized consideration, makes employees feel valued and cared for, which leads to them being more satisfied with their jobs and more loyal to the company. Employees who receive professional and emotional support tend to be more motivated and dedicated to achieving the best results (Aydogmus et al., 2018; W. G. Kim et al., 2020).

Overall, transformational leadership helps employees create a work environment that allows them to reach their full potential, increasing efficiency, work quality, and productivity.

Thus, transformational leadership improves employee performance not only personally but also improves overall organizational performance (W. G. Kim et al., 2020; Qalati et al., 2022).

H3: There is an Influence of Transformational Leadership on Employee PerformanceThe Influence of Transformational Leadership on Organizational Commitment

Transformational leadership significantly and profoundly influences organizational commitment. Transformational leaders build strong relationships with their employees in a charismatic and inspiring manner (Hon, 2011; Siahaan, 2017). These leaders become role models who inspire trust and respect from employees, instilling a strong foundation for emotional commitment through their idealistic influence. When a leader conveys an appealing vision and goals to their employees, it is called inspirational motivation. This encourages employees to participate in organizational goals (Shao et al., 2019). Transformational leaders provide intellectual stimulation to employees, encourage them to be more innovative and increase their sense of belonging in the organization (Kara et al., 2013; Shao et al., 2019). Employees also feel valued and supported by personal considerations that pay attention to their needs and development. Overall, transformational leadership increases organizational commitment by creating a positive, supportive, and empowering work environment. This makes employees more enthusiastic, loyal, and dedicated to achieving organizational goals (Eliyana et al., 2019; Princes & Said, 2022).

H4: There is an Influence of Transformational Leadership on Organizational CommitmentThe mediating role of Organizational Citizenship Behavior on the influence of Transformational Leadership on Employee Performance

It is important to understand how transformational leadership can improve work outcomes. Transformational leadership can inspire and motivate employees through clear vision, inspirational motivation, intellectual stimulation, and individual attention. Transformational leadership can also create an OCB-friendly work environment (Hsieh et al., 2015). Employees led by transformational leaders tend to feel valued, motivated, and supported to perform voluntary actions beyond formal work (C. M. Wu et al., 2023).

OCB includes helping coworkers, taking initiative, maintaining a positive attitude, and actively participating in organizational activities. Employees who engage in OCB create a more productive and collaborative work environment, which promotes team and individual performance (PHAM et al., 2021). Therefore, OCB acts as a mediator and conveys how transformational leadership can improve employee performance. Transformational leadership fosters OCB among employees, which results in a more productive and harmonious work culture, which in turn significantly improves employee performance. Thus, transformational leadership affects employee performance directly and through increased OCB (PHAM et al., 2021; C. M. Wu et al., 2023).

H9: Organizational Citizenship Behavior has an influence on Employee Performance
H10: Organizational Citizenship Behavior is able to mediate the influence of Transformational Leadership on Employee Performance
CONCLUSION

The results of the study indicate that transformational leadership has a positive impact on organizational citizenship behavior, performance, and organizational commitment. Organizational citizenship mediation also has a positive impact on transformational leadership on employee performance. So, all variables have an impact on employee performance at PT Perkebunan Swasta Riau. Therefore, some specific variables are very important to improve the company's reputation and quality.

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