

The Influence Transformasional Leadership and Transactional Leadership on the Organization Citizenship Behaviour and Employee Performace on Bank Aceh Sharia

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Abstract: The The purpose of this study is to influence transformational leaders and transactional leaders, and organization citizenship behaviour on performance of employees on PT. Bank Aceh Sharia Lhokseumawe. The research was to ana lyzed tat Bank Aceh Sharia employees located in Lhoseumawe City. The population in this research are all members of the employees at the Bank Aceh Sharia Lhokseumawe 146 employees, the samples of this researc 145 employees at Bank Aceh Sharia Lhokseumawe. The data were gathered by using Structural Equation Modeling (SEM) with an AMOS software program. The result of analysis of the research showed that transformational leaders and transactional leaders had positive and significant influence on organization citizenship behaviour and organization citizenship behaviour had positive and significant influence on performance of employees on PT. Bank Aceh Sharia Lhokseumawe. Otherwise transformational leaders dominant effect on organization citizenship behaviour of employees on Bank Aceh Sharia Lhokseumawe.

Keywords: Transformational Leaders, Trasactional Leaders, Organization Citizenship Behaviour and Employee Performance

1. Introduction

The success of Bank Aceh Sharia performance lies on empowering human recources, Bank Syaria is a commercial bank owned by the government of Aceh Province, Bank Syaria Aceh is owned by the local government of Aceh and its shareholders in the Aceh community, so Bank of Aceh is the regional development bank committed to streng then it self to be the leading bank in the region with the business activities Aceh Community.

In 2017, Bank Aceh has been over conversion to islamic financial institution is Bank Aceh effort to welcome community's need in financial activity consistently with the norms of sharia. Starting step to Sharia institution Bank Aceh coherently follows financial institutions principles based on islamic law derived from the Quran and Hadist. Through management principle of sharia banking, Bank Aceh competes and maintains its image as an attempt to streng then the bonds of trust of our customers and partners and then transform complete to Bank Aceh Sharia.

2. Literature Review

2.1. Performance

(Bernardin and Russell, 1993) argues that employee performance as a "record of out come produced on a specified job function or activity during, a specified time period". Then, the appraisal of performance is " away of measur the contribution of individual to their organization"

2.2. Organization Citizenship Behaviour (OCB)

(Luthans, 2011), argue that a organizational citizenship behavior (OCB) is referred as set of discretionary workplace behaviors that exceed one's basic job requirements in organization. They are often described as behaviors individual that go beyond the call of duty.

2.3. Transformational Leadership

Transformational Leadership style is developed in the organization, where transformational leadership style the inspirational motivation of employee performance, (Robbins and Judge, 2013). (Burns, 1978) recommended that transformational leadership style is a process in which leaders and support each other to the degree of morality and motivation.

2.4. Transactional Leadership

In (Robbins and Judge, 2013) Transactional Leaders proces which the leader to action with compensation, incentive finansial on non financial to induce desirable behaviors individual from the organization, this proces in bases on exchange or transactional relation between the leader and hid or her subordinated.

According to (Sekaran and Bougie, 2013) the hypothesis is defined as a relationship that logically between two or more variables are expressed in the form of a statement that can be tested, drafting a hypothesis analized based on the opinions of experts and theories and previous research, the hypothesis can be formulated as follows:

- Transformational leadership will significantly influence organization citizenship behaviour at Bank Aceh Sharia Lhokseumawe.
- Transactional leadership will significantly influence on organization citizenship behaviour at Bank Aceh Sharia Lhokseumawe.
- Transformational leadership will significantly influence on employee performance at Bank Aceh Sharia Lhokseumawe.
- Transactional leadership will significantly influence on employee performance at Bank Aceh Sharia Lhokseumawe.
- Organization citizenship behaviour will significantly influence on employees performance at Bank Aceh Sharia Lhokseumawe.

2.5. Conceptual Framework

Conceptual framework based on the opinions of experts and theories and previous research, the conceptual framework as follows:

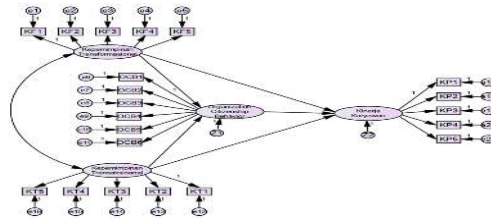


Fig. 1. Conceptual Model

3. Methodology

3.1. Location And Time

The location of study were employees of Bank Aceh Sharia Lhokseumawe, the location was done in Bank Aceh Sharia Lhokseumawe at Merdeka St. No. 8, Lhokseumawe and Bank Aceh Sharia Lhokseumawe the location at Samudra St. No. 29, Desa Lancang Garam, Lhokseumawe.

3.2. Types And Sources of Data

The type of data in this research is primary data from the respondents at Bank Aceh Syaria Lhokseumawe with questionnaires ti the respondent.

3.3. Population

Population is Bank Aceh Sharia Lhokseumawe were 146 employees, who are on a bank branch office in Lhokseumawe, with a total population of 146 respondent.

3.4. Samples

Total population of employees at each branch of the Bank Aceh Sharia Lhokseumawe. In this study samples is 146 respondents based on the condition of SEM model at maximum likelihood estimation (ML) is 100-200 sample, in (Bass and Avolio, 1994).

3.5. Data Collection Techniques

In this study a questionnaire report, questions relating to the respondent data analysis. Questionnaire is the statements at structured questions and provides an answer in the form of scale with answers that are the statements the measurement used is likert scale.

3.6. Data Analysis Techniques

Structural Equation Model (SEM) in the model and hypothesis testing, this study used two kinds of analysis techniques, with the Amos program based on measurement model and structural analysis model (Sekaran and Bougie, 2013).

- Measurement model has indicators reflecting evaluated by convergen validity of significant P value < 0,05 and indicator loading factor > 0,50 and ideal > 0,70 and construct reliability minimum 0,70 and cut of value variance extracted minimum 0,50 with to qualify the structural equation modeling (SEM).

- Structural model is evaluated by using comparison of goodness-of-fit measures for laten constructs, a complete SEM analysis involves both the tes of a measuremen theory and the structural theory that link construcs together in a logically meaningful way.

4. Results And Discussion

4.1. Measurement Model Analysis Results

Confirmatory factor analysis (CFA) in (Bass and Avolio, 1994; Ferdinand, 2014). There are the measurement model is convergent validity, namely (1) loading factor should be above minimum $> 0,50$ or ideal >0.70 and (2) P_{value} a significant <0.05 in the study of these requirements have all been fulfilled, [17]. Then to test validity Construct can be seen at confirmatory factor analysis (CFA), that can be explained loading factor value all the indicator > 0.50 , there is all indicator it can be continue in the analysis

4.2. Structural Model Analysis Results

The analysis structural equation modelling are presented in the table and the picture as follows as shown in Figure 2 and Table 1 : Based on figure 1 and Tabel 1 goodness of fit Indexs full model, it is found out that the whole parameters have already met the threshold requirements, so that the model is feasible to be used for hypothetical testing.

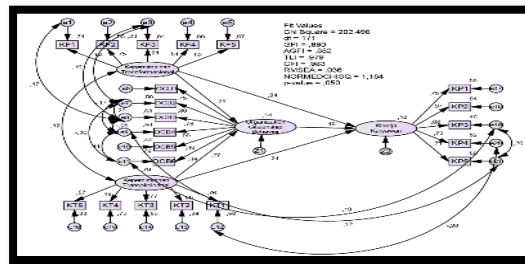


Fig. 2. Outputs Sructural Model Before Modification

Table 1. GOF Indexs Full Model Before Modification Indicies

GOF Index	Cut-off Value	Result Analisis	Model Evaluation
χ^2 Chi-Square Statistik	expected small	202.496	Good
Probability	$\geq 0,05$	0.050	Good
CMIN/DF	≤ 0.00	1.184	Good
GFI	≥ 0.90	0.890	Marginal
AGFI	≥ 0.90	0.852	Marginal
TLI	≥ 0.95	0.979	Good
CFI	≥ 0.95	0.983	Good
RMSEA	≤ 0.08	0,036	Good

Source : Amos Analysis 2018

Table 2. Regression Weights Laten Variabel

Latent Variable	Std. Est	S.E.	C.R.	P
OCB <--- Transformational Leaders	,281	,072	3,127	,002
OCB <--- Transactional Leaders	,273	,092	2,940	,003
Employee Performance <--- OCB	,189	,094	2,052	,040
Employee Performance <--- Transformational Leaders	,241	,073	2,683	,007
Employee Performance <--- Transactional Leaders	,242	,093	2,646	,008

Source : Output Amos 2018

4.3. Discussion

H₁: Positive and significant effect of the transformational leadership on organization citizenship behaviour at Bank Aceh Sharia Lhokseumawe.

Based on Table 4, the known value of between transformational leadership on organization citizenship behaviour was 0.002, than the significance level of 0.05. These results that the transformational leadership variable significantly influences the organization citizenship behaviour of the Bank Aceh Sharia Lhokseumawe.

H₂: Positive and significant effect of transactional leadership on organization citizenship behaviour at Bank Aceh Sharia Lhokseumawe.

These results can be concluded that the transactional leadership variable significantly influences the organization citizenship behaviour of the Bank Aceh Sharia Lhokseumawe. The transactional leadership on organization citizenship behaviour is 0,273 coefficient path meaning the transactional leadership on organization citizenship behaviour has a positive effect on the Bank Aceh Sayaria

H₃: Positive and significant impact of transactional leadership on employee performance at Bank Aceh Sharia Lhokseumawe.

These results can be concluded that the transactional leadership contract significantly influences the employee performance of the Bank Aceh Sharia Lhokseumawe.

H₄: Positive and significant influence of organization citizenship behaviour on employees performance at at Bank Aceh Sharia Lhokseumawe.

These results can be concluded that the organization citizenship behaviour contract significantly influences the employee performance of the Bank Aceh Sharia Lhokseumawe

5. Conclusion

- The hypothesis testing showed that the influence of transformational leadership on organization citizenship behaviour at the Bank Aceh Sharia Lhokseumawe.
- The hypothesis testing showed the influence of transactional leadership on organization citizenship behaviour at the Bank Aceh Sharia Lhokseumawe.
- The hypothesis testing showed transformational leadership of influence employee performance at the Bank Aceh Sharia Lhokseumawe.
- The hypothesis testing showed that the influence of transactional leadership on employee performance at the Bank Aceh Sharia Lhokseumawe.
- The hypothesis testing showed that the organization citizenship behaviour on employee performance Bank Aceh Sharia Lhokseumawe.

Suggestions

- Construct of transformational leadership and transformational leadership influence on organization citizenship behaviour of employees at the Bank Aceh Sharia Lhokseumawe.
- Construct of transformational leadership dominant affect to employee performance at the Bank Aceh Sharia Lhokseumawe.
- The concept of OCB and its relationship with positive job performance and effectiveness. A leader can play an active role in developing awareness about OCB and mentor the employees to engage in extra role behaviours.

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