



Accepted: November 2023	Revised: December 2023	Published: February 2024
-----------------------------------	----------------------------------	------------------------------------

Transformational Leadership, Organizational Citizenship Behaviour, and Performance Among Lecturers and Administrative Staff: A Multigroup Analysis

Muhd. Odha Meditamar¹, Rasmita², Eko Sujadi³

Institut Agama Islam Negeri Kerinci, Indonesia

e-mail: odhameditamar1986@gmail.com¹; rasmita@iainkerinci.ac.id²; ekosujadi91@gmail.com³

Abstract

development of educational institutions. Several factors are predicted to affect performance, including transformational leadership and organizational citizenship behaviour (OCB). This study investigates the direct effect of transformational leadership and OCB on performance. In addition, we also tested the mediating effect of OCB between transformational leadership and performance relationships. The population in this study were all lecturers and administrative staff of Institut Agama Islam Negeri Kerinci, with the status of civil servants totalling 254 people. Based on this number, 152 people who would be the research sample were obtained. Researchers adapted three research scales for data collection: Individual Work Performance (IWP-1.0), the Organizational Citizenship Behaviour Scale, and The Global Transformational Leadership scale (GTL). Hypothesis testing using Structural Equation Modeling - Partial Least Square (SEM PLS) through the SmartPLS. The research findings showed a significant effect of transformational leadership and OCB on performance; OCB also has a mediating effect on these relationships. Testing using multigroup analysis proved that there was a significant effect on all genders, but greater significance was found for male respondents. Higher education leaders can begin to consider performance metrics that include OCB as an integral part of faculty and administrative staff performance appraisals. This policy will encourage them to perform with sincerity beyond fulfilling routine tasks. In addition, university leaders also need to display transformative leadership to support the achievement of better performance of lecturers and administrative staff.

Keywords: *Performance; Transformational Leadership; Organizational Citizenship Behaviour.*

Abstrak

Kinerja dosen dan staf administrasi di kampus memiliki signifikansi yang besar dalam pengembangan institusi pendidikan. Beberapa faktor diprediksi mempengaruhi kinerja yakni kepemimpinan transformasional dan *organizational citizenship behaviour* (OCB). Penelitian ini bertujuan untuk menginvestigasi pengaruh langsung kepemimpinan transformasional dan OCB terhadap kinerja. Selain itu kami juga menguji efek mediasi OCB di antara hubungan kepemimpinan transformasional dan kinerja. Populasi dalam penelitian ini adalah seluruh dosen dan staf administrasi Institut Agama Islam Negeri Kerinci dengan berstatus pegawai negeri sipil yang berjumlah 254 orang. Berdasarkan jumlah tersebut, diperoleh sebanyak 152 orang yang akan menjadi sampel penelitian. Peneliti mengadaptasi tiga skala penelitian untuk pengumpulan data, yakni *Individual Work Performance* (IWP-1.0), *Organizational Citizenship Behaviour Scale*, dan *The Global Transformational Leadership scale* (GTL). Pengujian hipotesis dengan menggunakan *Structural Equation Modeling - Partial Least Square* (SEM PLS) melalui aplikasi SmartPLS. Temuan penelitian menunjukkan adanya pengaruh yang signifikan kepemimpinan transformasional dan OCB terhadap kinerja, selain itu OCB juga memiliki efek mediasi di antara hubungan tersebut. Pengujian dengan menggunakan multigroup analysis membuktikan bahwa terdapat pengaruh yang signifikan pada semua jenis kelamin, namun signifikansi lebih besar ditemukan pada responden yang berjenis kelamin laki-laki. Pimpinan perguruan tinggi dapat mulai mempertimbangkan metrik kinerja yang mencakup OCB sebagai bagian integral dari penilaian kinerja dosen dan staf administrasi. Kebijakan ini akan mendorong mereka untuk menampilkan kinerja dengan tulus, lebih dari sekadar pemenuhan tugas-tugas rutin. Selain itu pimpinan perguruan tinggi juga perlu menampilkan kepemimpinan yang transformatif sehingga dapat menunjang pencapaian kinerja dosen dan staf administrasi yang lebih baik.

Kata Kunci : Kinerja Kepemimpinan Transformasional; *Organizational Citizenship Behaviour*.

Introduction

All members are expected to work optimally to achieve common goals in an organization. They are required to display high performance to achieve organizational goals (Anitha, 2014). According to Martocchio, performance is defined as the total value expected by the organization from discrete behaviours individuals perform during a specific period (Martocchio, 2015). Individual job performance is a relevant outcome measure of study in an occupational setting; it refers to how well a person performs in his or her job (Fogaça *et al.*, 2018). Aspects such as job-specific task proficiency, core job-related behaviours, level of commitment to tasks, and general work behaviours are important factors associated with performance (Fogaça *et al.*, 2018). An organization will usually set performance targets for each employee, and then, within a certain period, these targets will be measured to see how the employee's performance is.

Performance is a multidimensional concept and consists of individual, contextual (or situational), and control variables (Fogaça *et al.*, 2018). Determining employee performance must go through a series of valid and systematic assessment processes. In this assessment process, identification and evaluation of the match between the assigned tasks and the work achievements that have been carried out will be carried out. A comprehensive evaluation of employee performance is certainly very influential in seeing the effectiveness and efficiency of an organization's operations, both profit and non-profit. Management will use the performance to conduct periodic assessments based on the standards, targets, and criteria they set (Ode, Muizu and Sari, 2019).

A study revealed that employee characteristics and performance positively affect customer satisfaction; empathy and reliability are antecedents of employee performance (Abbasi and Alvi,

2013; Sujadi *et al.*, 2019). Individual performance shown by employees in a company also significantly impacts the company's or organization's productivity (Mohamed *et al.*, 2018). Therefore, Mohamed *et al.* suggested that every company encourages employees to remain creative and innovative (Mohamed *et al.*, 2018).

Within the scope of educational organizations, especially universities in Indonesia, all components within them are also required to perform well. Students with their academic achievements, education personnel with the fulfilment of all the demands of the main tasks related to administrative aspects, and lecturers who are expected to carry out the *tri dharma* of higher education to the fullest. Next, all lecturers are given additional duties to organize and implement the strategic plan of higher education, as well as other personnel who are also obliged to participate in achieving the vision of higher education.

A study conducted at private universities in Indonesia shows that the performance of lecturers in the learning process could be better, especially in terms of the use of learning methods (Sulastini, 2018). A study by Maharsi revealed that there are still many problems related to the teaching performance of lecturers, one of which is unsatisfactory compensation (Maharsi, 2011). Furthermore, the data in the Science and Technology Index (SINTA) shows that not all lecturers have made scientific publications. This can be seen from the ratio between the number of lecturers and the number of publications in Indonesia. Although there is an increasing trend in the number of publications in Indonesia compared to other ASEAN countries, the ratio is still meagre compared to the total number of lecturers in Indonesia, which needs to be higher (Kemdikbud, 2023). In addition, similar problems also occur in community service programs. Of course, this problem is caused by many factors, not only from internal lecturers but also from university and government policies. Furthermore, specifically at IAIN Kerinci, the results of a survey conducted by the Promotion Center also show that some lecturers still need to maximize and contextualize learning materials. In the field of research, many lecturers still need to conduct research and publish. This is indicated by the SINTA score of 6,643, which is still far from other universities. In addition, the performance of education personnel still needs to be improved, and many still need to carry out their primary duties correctly, even though the employee performance target score (SKP) shows promising results. Discipline is also one of the central issues that occurs in education personnel. Even though there are regulations regarding working hours in the office, some do not comply with them.

Several factors affect performance, one of which is leadership (Răducan and Răducan, 2014; Iqbal, 2015; Jyoti and Bhau, 2015; Sujadi, 2017; Buil, Martínez and Matute, 2019; Manzoor *et al.*, 2019; Rahmi, Achmad and Adhimursandi, 2020). Leadership is a person's ability to influence others to participate in a certain way, inviting people towards the same direction and collective (Răducan and Răducan, 2014). Transformational leadership is an effective model that focuses on adapting to the existing environment through internal information, human and financial resources, or other external variables (Saad Alessa, 2021). The concept of transformational leadership is a reflection of several characteristics found in leaders, such as recognition of future needs and issues, addressing long-term problems and opportunities, holistic investigation of internal and external organizational factors, addressing organizational problems from a broad perspective, increasing employee awareness of the importance of specific job outcomes, the ability to motivate employees, and the ability to influence members (Saad Alessa, 2021). In the same context, transformational leaders have influence and can interact directly with members to change various aspects of the organization through vision,

action, and impact. Transformational leadership involves one's attitude and behaviour to influence teams to work together more efficiently and effectively to achieve the required level of productivity.

A study conducted on 318 employees to examine the effect of transactional and transformational leadership showed that both styles positively correlate with employee performance (Khan, Zubair and Kalsoom, 2018). Other research findings also show that transformational leadership behaviour positively affects employee performance (Jiatong *et al.*, 2022). Leadership styles that can inspire change, such as energetic, enthusiastic, and passionate, can encourage the formation of positive work behaviour to improve individual and company performance. Naeem and Khanzada investigated the relationship between transformational leadership, employee job performance, and job satisfaction mediation in the health sector. The research findings indicate that transformational leadership is vital to job performance. Transformational leadership qualities motivate and influence employees to perform at a higher level (Naeem and Khanzada, 2018).

In addition to transformational leadership style, employee performance is also affected by organizational citizenship behaviour (OCB) (Podsakoff and MacKenzie, 1997; Cho and Johanson, 2008; Chiang and Hsieh, 2012; Ismail, Iqbal and Adeel, 2018; Rita *et al.*, 2018; Kissi *et al.*, 2019). OCB is an individual's voluntary behaviour that is not directly or explicitly recognized by the organization's formal reward system. This behaviour is a personal choice because it is not determined by the tasks specified in the job description. Conversely, counterwork behaviour is employee activity contrary to organizational goals (Organ, 1997). According to Thiruvankadam and Durairaj, OCB refers to anything that employees choose to do spontaneously and of their own accord, often outside the defined contract between the employee and the company/organization (Thiruvankadam and Durairaj, 2019). OCB may not always be directly recognized or rewarded by the company through salary increases or promotions, although OCB may be reflected in better performance appraisals. In this way, employees can certainly enjoy the results of their behaviour now and indirectly in the future.

Research reveals that OCB positively affects performance (Purwanto, Novitasari and Asbari, 2022). In the university environment, a study conducted by Skarlicki and Latham revealed that OCB affects the increase in the number of publications by lecturers (Skarlicki and Latham, 1995). These findings indicate that their work performance will increase when employees contribute more than the work demands imposed on them. Another study revealed a positive relationship between OCB, such as awareness, sportsmanship, courtesy, organizational loyalty, and employee performance in higher education institutions (Dwomoh, Gyamfi and A.W, 2019).

In addition to directly affecting employee performance, OCB also provides a mediating effect among transformative leaders. The findings show that authentic leadership has a positive impact on OCB. Several dimensions of OCB, namely altruism and courtesy, also mediate this relationship (Ribeiro, Duarte and Filipe, 2018). Research conducted in academic settings in Indonesia revealed similar things, such as that transformational leadership impacts lecturer performance through OCB variables (Sani and Maharani, 2012). The study revealed that the effect of leadership style on employee performance was found to have differences due to the mediating variables of culture and gender (Memon, 2014).

Specifically, this study investigates the direct influence of transformational leadership and OCB on the performance of lecturers and education personnel. In addition, we also place OCB as an intervening variable. The study of the effect of transformational leadership on the performance of lecturers and education personnel through OCB variables is fascinating because it can be used as a

basis for policy-making by university leaders to improve the performance of lecturers and education personnel. Several researchers have examined the effect of leadership on performance through OCB but have not analyzed the extent to which gender plays a role in moderating the relationship. In addition, literature analyzing the relationship between these variables is still very rare in Indonesia's higher education context.

Method

Research Design and Respondents

We used a quantitative survey design. Survey research design is one of the most popular descriptive research designs used. Researchers will use a cross-sectional survey type. A cross-sectional study is an observational study that involves a sample from the population. In other words, cross-sectional studies do not follow individuals over time (Story and Tait, 2019). The population in this study were all lecturers and education personnel of IAIN Kerinci, with the status of civil servants totalling 254 people. Based on this number, the researchers then used the Krejcie & Morgan table to determine the sample size so that 152 people would fill out the research scale. Table 1 below illustrates the number of representative samples based on the lecturers and administrative staff category.

Table 1. Respondents and characteristics

Demographic Variables	Category	Frequency	Percentage
Positions	Lecturer	103	67.76
	Administration Staff	49	32.24
Gender	Male	58	38.16
	Female	94	61.84
Length of Service	0 - 4 Years	55	36.18
	4 - 8 Years	16	10.53
	8 - 12 Years	44	28.95
	> 12 Years	37	24.34
Education Level	Bachelor Degree	31	20.39
	Master Degree	81	53.29
	Doctoral Degree	40	26.31

Table 1 shows the number of respondents based on several characteristics. Based on occupation, lecturers dominate as many as 103 people or 67.76%, while administrative staff are only 49 people or 32.24%. Furthermore, on the characteristics of gender, most women are 94 people (61.84%), while men are 58 people (38.16%). Based on length of service, lecturers and administrative staff with a length of service of 0-4 years are more than others (36.18%), followed by 8-12 years of service (28.95%), > 12 years (24.34%), and 4 - 8 years (10.53%). Furthermore, in the characteristics of education level, 81 people (53.29%) are dominated by a master's degree, followed by a doctoral degree (26.31%) and a bachelor's degree (20.39%).

Research Scale

We adapted three research scales for data collection: Individual Work Performance (IWP-1.0), the Organizational Citizenship Behaviour Scale, and The Global Transformational Leadership scale (GTL).

1. Individual Work Performance (IWP-1.0)

This study measured performance using the Individual Work Performance Questionnaire (IWP-1.0) (Koopmans *et al.*, 2013). This questionnaire consists of 18 items. This scale consists of 3 dimensions, namely task performance (TP), which consists of 5 items; contextual performance (CP), which consists of 8 items; and Counterproductive Work Behaviour (CWB), which consists of 8 items. The questionnaire uses a five-choice Likert scale (TP and CP: rarely, sometimes, regularly, often, always; CWB: never, rarely, sometimes, regularly, often). This questionnaire has high reliability and validity coefficients. The reliability coefficient for TP is 0.78, CP is 0.85, and CWB is 0.79 (Koopmans *et al.*, 2013). Example item: "I can fulfil my promise". Our overall internal consistency testing using Cronbach's Alpha resulted in a score of 0.88.

Organizational Citizenship Behaviour Scale

We used the Organizational Citizenship Behaviour Scale to measure OCB (Podsakoff *et al.*, 1990). This scale consists of 24 items measuring five behaviours and traits of Organizational Citizenship Behaviour: sportsmanship (5 items) refers to avoiding negative workplace behaviour; civic virtue (5 items) refers to participating responsibly in organizational life; conscientiousness (5 items) measures organized work behaviour; courtesy (4 items) measures concern for the rights of others; and altruism (5 items) refers to helping behaviour. Responses were obtained on a 5-point rating scale ranging from strongly agree (5) to strongly disagree (1). The coefficient alpha obtained was 0.75 (Podsakoff *et al.*, 1990). We conducted internal consistency testing using Cronbach's alpha, which resulted in a score of 0.91.

2. The Global Transformational Leadership Scale (GTL)

A brief, reliable, and valid scale will have substantial utility if a broad measure of transformational leadership is needed for research (Carless, Wearing and Mann, 2000). Seven items were formulated to measure transformational leadership: vision, staff development, supportive leadership, empowerment, innovative thinking, leading by example, and charisma (Carless, Wearing and Mann, 2000). Loading factors ranged from .78 to .88 with an average of .84 (SD = .05). The convergent validity values ranged from .71 to .87. Example item "communicates a clear and positive vision of the future". Our internal consistency testing resulted in a score of 0.84.

Data Analysis

Hypothesis testing using the Partial Least Square (PLS) method through the SmartPLS. PLS is a fast, efficient, and optimal regression method based on covariance. This analysis is recommended in regression cases where the number of exogenous variables is high and there is likely to be multicollinearity among the variables (Hair *et al.*, 2017). The analysis in SmartPLS will begin by evaluating the measurement model, which includes internal consistency (Cronbach's Alpha and composite reliability), convergent validity, and discriminate validity. After all measurement models are declared valid and reliable, evaluate the model structure, including the coefficient of

determination, predictive relevance, size and significance of path coefficients, f^2 effect size, and q^2 effect sizes (Hair *et al.*, 2017).

Results

The first stage in SEM analysis is to analyze the outer model, which aims to determine the feasibility of the selected indicators in measuring a latent variable. The outer model is analyzed using validity and reliability tests. Validity and reliability tests are needed to determine whether the data obtained is feasible and eligible for further testing, namely hypothesis testing. The measurement validity testing stage carried out includes 1) internal consistency (Cronbach's alpha, composite reliability), 2) convergent validity (indicator reliability, average variance extracted), and 3) discriminant validity.

Composite reliability and Cronbach's alpha were used to measure reliability in this study. A construct is considered reliable if the Cronbach's alpha value is > 0.7 (Hair *et al.*, 2017). Based on Table 2, it is known that the composite reliability varies from 0.942 to 0.990. In addition, the AVE value varies from 0.513 to 0.621. Cronbach's Alpha score, composite reliability, and AVE are acceptable, meaning they are valid and reliable.

Table 2. Internal Consistency Testing

	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Average Extracted (AVE)</i>	<i>Variance</i>
Performance	0.990	0.990	0.990	0.557	
Transformational Leadership	0.932	0.934	0.942	0.621	
Organizational Citizenship Behaviour (OCB)	0.927	0.957	0.943	0.513	

A convergent validity test was also conducted by examining the factor loading value of each indicator on its respective variable. Indicators are considered valid if they are > 0.70 (Hair *et al.*, 2017). The factor loading test on the performance variable revealed that two out of eighteen indicators (K6 and K13) were invalid. Similarly, two out of twenty-four indicators (OCB4 and OCB21) were found to be invalid in the case of the OCB variable. However, there were valid indicators in the transformational leadership variable.

After the measurement model is valid, the next step is to test the structural model involving the relationship between latent variables. SmartPLS will produce output in path coefficient, t-statistic, and p-value. The path value indicates the strength of the relationship, the t-statistic is used to determine statistical significance, and the p-value is used to determine whether the results are statistically significant at a certain confidence level. The results of hypothesis testing can be seen in Table 3.

Table 3. Hypothesis Testing

Path	Original Sample(O)	Sample Mean (M)	Standard Deviation(STDEV)	T Statistics (O/STDEV)	P Values
<i>Transformational Leadership</i> -> <i>Performance</i>	0.227	0.204	0.068	3.335	0.001
<i>OCB -> Performance</i>	0.286	0.274	0.078	3.685	0.000

Path	Original Sample(O)	Sample Mean (M)	Standard Deviation(STDEV)	T Statistics (O/STDEV)	P Values
<i>Transformational Leadership -> OCB</i>	0.424	0.390	0.094	4.503	0.000
<i>Transformational leadership -> OCB -> Performance</i>	0.147	0.158	0.049	2.982	0.004

Table 5 illustrates the results of hypothesis testing. Based on Table 5, the significance value obtained is <0.05 , so it can be concluded that there is a significant and positive influence of exogenous variables on endogenous. Indirect testing also proves that OCB significantly mediates the relationship between transformational leadership and performance.

In this study, we also conducted a multigroup analysis. Multigroup analysis in SmartPLS is a technique used to compare structural models between multiple groups or subgroups in the data. This analysis helps evaluate whether the groups have significant differences in the context of the structural model built using SmartPLS.

Table 6. Multigroup Analysis

Path	Gender	Original Sample(O)	Sample Mean (M)	(STDEV)	T Statistics (O/STDEV)	P Values
<i>Transformational Leadership -> Performance</i>	Male	0.285	0.223	0.087	3.413	0.001
	Female	0.214	0.211	0.074	3.321	0.002
<i>OCB -> Performance</i>	Male	0.294	0.288	0.081	3.765	0.000
	Female	0.274	0.228	0.086	3.446	0.001
<i>Transformational Leadership -> OCB</i>	Male	0.445	0.395	0.098	4.579	0.000
	Female	0.451	0.398	0.102	4.585	0.000
<i>Transformational leadership -> OCB -> Performance</i>	Male	0.178	0.165	0.051	2.986	0.003
	Female	0.145	0.141	0.048	2.711	0.005

Table 6 shows the original sample values and P Values for each direction of relationship for each gender. All tests proved significant in all genders. However, from the table, it can be seen that the significance of male lecturers and education personnel is greater than that of females.

Discussion

Employee performance refers to how employees successfully execute their duties and responsibilities at work. The importance of employee performance in an organization must be addressed, as it significantly impacts various aspects. High employee performance helps the organization achieve its goals. Companies can achieve their goals faster and better when employees work efficiently and effectively (Qadariah, Majid and Idris, 2019; Meditamar *et al.*, 2022). Employee performance also directly affects the quality of products or services provided to customers. Well-performing employees produce better products or provide more satisfactory services (Herhausen *et*

al., 2020). In addition, employee performance also affects organizational culture. Employees who perform well can be role models for others, encouraging a positive and productive work culture (Herhausen *et al.*, 2020). Employees who feel valued and see results from their performance tend to be more satisfied with their jobs. This can help in retaining valuable employees in the long run.

This study analyzes the performance of lecturers and administrative staff at Institut Agama Islam Negeri Kerinci. As in other countries, lecturer performance in Indonesia is essential in higher education. Lecturers are expected to provide quality teaching to students. This includes delivering learning materials, communication skills, and the ability to explain complex concepts well. (Battista *et al.*, 2022). Lecturers are also expected to be active in scientific research. They are often measured by their research productivity, such as publications in reputable scientific journals, conference presentations, and research projects (Efendi, 2021). Community service is also an essential part of the role of lecturers in Indonesia. Lecturers are expected to contribute to society and apply their knowledge to solve social or economic problems (Utama, Sagala and Sitompul, 2017). Administrative staff also have an essential role in running services that support the education process. The performance of administrative staff also dramatically influences the success of educational institutions. Administrative staff are expected to comply with the rules and ethics that apply in educational institutions. This includes maintaining the confidentiality of student data and ethical behaviour in interacting with students and staff. (Widodo, Saputri and Intania, 2022).

Several aspects influence the performance of lecturers and education personnel. This study shows that transformational leadership has a significant influence on performance. A meta-analysis study combining the results of many previous studies showed that transformational leadership has a more decisive influence on employee performance than transactional leadership (Judge and Piccolo, 2004). Another study tried to identify the impact of transformational leadership on employee performance in the construction sector. The results showed that transformational leadership significantly positively influences employee performance (Jiatong *et al.*, 2022). Other research shows that influential transformational leaders can create a team climate that supports innovation, contributing to team performance (Eisenbeiss, 2009).

Transformational leaders usually have a clear vision and can communicate it to their team. This gives employees a strong sense of purpose and makes them feel connected to the organization's vision. Employees who feel inspired will be more motivated to perform (Shahzadi, 2014). Transformational leadership encourages a culture of innovation and creativity. These leaders encourage employees to think outside the box, try new ideas, and take measured risks. Innovation can improve organizational performance and competitiveness (Novitasari, Goestjahjanti and Asbari, 2020). Transformational leaders also generally care about their employees' personal and professional development. They will provide the necessary training, guidance, and support to enable employees to reach their full potential. This can improve employees' skills and abilities (Bass and Riggio, 2006). Transformational leaders also provide emotional support to their employees. They listen to employees' problems and concerns, understand their feelings, and provide moral support. This makes employees feel valued and connected to their leaders (Jyoti and Bhau, 2015; Novitasari, Goestjahjanti and Asbari, 2020).

This study also proves that the performance of lecturers and administrative staff at IAIN Kerinci is affected by organizational citizenship behaviour (OCB). Research by Podsakoff, Ahearne, and MacKenzie found that high OCB in organizations can positively affect individual and group performance. They showed that voluntary behaviour s outside the main tasks can improve individual

and group performance (Podsakoff and MacKenzie, 1997). Organ studies found that OCB positively impacts individual and group performance in various organizational contexts. This voluntary behaviour can reinforce a healthy organizational culture and increase productivity (Organ, 1988). Furthermore, a meta-analysis study showed that OCB is negatively related to counterproductive work behaviour and positively related to work performance. The higher the OCB, the better the individual's performance (Dalal, 2005). OCB can create a more positive work climate, improving employee productivity and performance (Bolino, Turnley and Bloodgood, 2002).

Performing OCB can provide employees with a sense of accomplishment and satisfaction as they contribute positively to the organization. Higher job satisfaction can increase motivation and performance (Buil, Martínez and Matute, 2019). OCB can help reduce workplace conflict because employees who behave as organisational citizens tend to avoid behaviours that are detrimental or harmful to colleagues (Indarti *et al.*, 2017). Employees who feel valued and emotionally bonded with their organization through OCB practices are likelier to stay with the company. This can reduce turnover and maintain a stable workforce sustainability (Ismail, Iqbal and Adeel, 2018).

We also proved that transformational leadership had a significant effect on OCB. This supports several previous studies. Bass and Avolio noted that transformational leadership positively impacts OCB by influencing employees' motivation levels and commitment to the organization (Peng *et al.*, 2020). The research of Podsakoff *et al.* found that transformational leadership behaviours, such as providing a clear and inspiring vision, are positively associated with employee OCB (Podsakoff *et al.*, 1990). Furthermore, a study conducted by Eisenbeiss *et al.* showed that transformational leadership applied in a team context is positively related to the level of innovation in the team, which is one aspect of OCB (Eisenbeiss, 2009). Furthermore, Walumbwa's study showed the influence of authentic leadership (transformational leadership) on OCB and found a positive relationship between these two concepts (Walumbwa *et al.*, 2007).

In testing the mediation effect, we also proved the significant role of OCB variables between transformational leadership and performance relationships. In addition to directly affecting employee performance, OCB also provides a mediating effect between transformative leadership. The findings show that authentic leadership has a positive impact on OCB. Some dimensions of OCB, namely altruism and courtesy, also mediate in this relationship (Ribeiro, Duarte and Filipe, 2018). Research conducted in academic settings in Indonesia revealed similar things, such as that transformational leadership impacts lecturer performance through OCB variables (Sani and Maharani, 2012). The study revealed that the effect of leadership style on employee performance was found to have differences due to the mediating variables of culture and gender (Memon, 2014). In this context, OCB acts as a mediator between transformational leadership and employee performance. Transformational leadership can influence employees' perceptions of the importance of OCB in the organization. Leaders who inspire and have a strong vision can persuade employees that OCB is vital to organizational success (Podsakoff *et al.*, 1990). Employees can feel more engaged in their work and the organization through transformational leadership. This increased engagement can improve overall performance, including directly measured performance (Jiatong *et al.*, 2022).

This research has theoretical and practical implications for the better performance of lecturers and educational staff. It can provide a deeper understanding of how transformational leadership influences the performance of lecturers, enriching the theory of leadership by expanding the understanding of the mechanisms involved in this relationship. In practical terms, the findings of this

research can serve as a guide for leadership development in higher education institutions or other educational institutions. Transformational leadership can be identified as an effective approach to improving the performance of lecturers. This research can be the basis for designing training and development programs for lecturers to enhance their performance through the development of OCB.

Research on the effect of transformational leadership on performance mediated by OCB is an exciting topic. However, there are several limitations in this study. First, although there is a correlation between transformational leadership, OCB, and performance, it is difficult to determine the extent to which transformational leadership is the direct cause of increased OCB and performance. There may be other factors that influence this relationship. Second, the results of research on the relationship between transformational leadership, OCB, and performance depend on the conditions of a particular work organization. In other job environments, there may be no relationship between variables. Third, the measurements in this study were only cross-sectional. Of course, to get more accurate results, longitudinal measurements are needed. Fourth, data collection was only carried out using a research scale in the form of a questionnaire. Further research can use interview and observation techniques to get more accurate results.

Conclusion

Performance is one of the factors that support the success of an organization. Our study proved a significant direct effect of transformational leadership and OCB on the performance of lecturers and administrative staff. This study also proved that OCB provides a mediating effect between transformational leadership and performance relationships. Transformational leadership has a positive impact on OCB, which further improves performance. The effect between variables is significant in both male and female gender, but the significance value is more significant in lecturers and administrative staff who are male.

The research results on the effect of transformational leadership on the performance of lecturers and administrative staff mediated by OCB have several implications that can positively impact organizational management, especially at IAIN Kerinci. Higher education leaders can begin to consider performance metrics that include OCB as an integral part of the performance appraisal of lecturers and administrative staff. This policy will encourage them to perform with sincerity beyond fulfilling routine tasks. In addition, college leaders also need to display transformative leadership to support the achievement of better performance of lecturers and administrative staff.

Daftar Pustaka

- Abbasi, A.S. and Alvi, A.K. (2013) 'Impact of Employee Characteristics and Their Performance on Customer Satisfaction', *Sci.Int. (Lahore)*, 25(2), pp. 387–394.
- Anitha, J. (2014) 'Determinants of employee engagement and their impact on employee performance', *International Journal of Productivity and Performance Management*, 63(3), pp. 308–323. Available at: <https://doi.org/10.1108/IJPPM-01-2013-0008>.
- Bass, B.M. and Riggio, R.E. (2006) 'Transformational leadership, 2nd ed.', *Transformational leadership, 2nd ed.* Mahwah, NJ, US: Lawrence Erlbaum Associates Publishers, pp. xiii, 282–xiii, 282. Available at: <https://doi.org/10.4324/9781410617095>.
- Battista, S. Di *et al.* (2022) 'Lecturer Competence from the Perspective of Undergraduate Psychology Students: A Qualitative Pilot Study', *Education Sciences*, 3(2). Available at:

<https://api.semanticscholar.org/CorpusID:247040216>.

- Bolino, M.C., Turnley, W.H. and Bloodgood, J.M. (2002) 'Citizenship Behaviour and the Creation of Social Capital in Organizations', *The Academy of Management Review*, 27(4), pp. 505–522. Available at: <https://doi.org/10.2307/4134400>.
- Buil, I., Martínez, E. and Matute, J. (2019) 'Transformational leadership and employee performance: The role of identification, engagement and proactive personality', *International Journal of Hospitality Management*, 77, pp. 64–75. Available at: <https://doi.org/https://doi.org/10.1016/j.ijhm.2018.06.014>.
- Carless, S.A., Wearing, A.J. and Mann, L. (2000) 'A Short Measure of Transformational Leadership', *Journal of Business and Psychology*, 14(3), pp. 389–405. Available at: <https://doi.org/10.1023/A:1022991115523>.
- Chiang, C.-F. and Hsieh, T.-S. (2012) 'The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behaviour', *International Journal of Hospitality Management*, 31(1), pp. 180–190. Available at: <https://doi.org/https://doi.org/10.1016/j.ijhm.2011.04.011>.
- Cho, S. and Johanson, M.M. (2008) 'Organizational Citizenship Behaviour and Employee Performance: A Moderating Effect of Work Status in Restaurant Employees', *Journal of Hospitality & Tourism Research*, 32(3), pp. 307–326. Available at: <https://doi.org/10.1177/1096348008317390>.
- Dalal, R.S. (2005) 'A Meta-Analysis of the Relationship Between Organizational Citizenship Behaviour and Counterproductive Work Behaviour .', *Journal of Applied Psychology*. Dalal, Reeshad S.: Department of Psychological Sciences, Purdue University, 703 Third Street, West Lafayette, IN, US, 47097, rsdalal@psych.purdue.edu: American Psychological Association, pp. 1241–1255. Available at: <https://doi.org/10.1037/0021-9010.90.6.1241>.
- Dwomoh, G., Gyamfi, L.. and A.W, L. (2019) 'Effect of Organizational Citizenship Behaviour on Performance of Employees of Kumasi Technical University: Moderating Role of Work Overload', *Journal of Management and Economic Studies*, 1(2), pp. 1164–1177. Available at: <https://doi.org/10.26677/TR1010.2019>.
- Efendi, S. (2021) 'Lecturer's Pedagogic Competence in Developing Student Learning at the National University', in. Available at: <https://api.semanticscholar.org/CorpusID:237886042>.
- Eisenbeiss, S.A. (2009) 'Transformational leadership and team innovation: Integrating team climate principles', *Strategic Direction*, 25(6). Available at: <https://doi.org/10.1108/sd.2009.05625fad.005>.
- Fogaça, N. *et al.* (2018) 'Job Performance Analysis: Scientific Studies in the Main Journals of Management and Psychology from 2006 to 2015', *Performance Improvement Quarterly*, 30(4), pp. 231–247. Available at: <https://doi.org/https://doi.org/10.1002/piq.21248>.
- Hair, J.. *et al.* (2017) *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM): Second Edition*. Los Angeles: SAGE Publications Inc.
- Herhausen, D. *et al.* (2020) 'Face Forward: How Employees' Digital Presence on Service Websites Affects Customer Perceptions of Website and Employee Service Quality', *Journal of Marketing Research*, 57, pp. 917–936. Available at: <https://api.semanticscholar.org/CorpusID:221711945>.
- Indarti, S. *et al.* (2017) 'The effect of OCB in the relationship between personality, organizational commitment and job satisfaction on performance', *Journal of Management Development*,

- 36(10), pp. 1283–1293. Available at: <https://doi.org/10.1108/JMD-11-2016-0250>.
- Iqbal, N. (2015) ‘Effect of Leadership Style on Employee Performance’, *Arabian Journal of Business and Management Review*, 5(5), pp. 1–6. Available at: <https://doi.org/10.4172/2223-5833.1000146>.
- Ismail, S., Iqbal, Z. and Adeel, M. (2018) ‘Impact of Organizational Justice and Organizational Citizenship Behaviour on Employees Performance’, *International Journal of Human Resource Studies*, 8(2), p. 187. Available at: <https://doi.org/10.5296/ijhrs.v8i2.13070>.
- Jiatong, W. *et al.* (2022) ‘The Impact of Transformational Leadership on Affective Organizational Commitment and Job Performance: The Mediating Role of Employee Engagement’, *Frontiers in Psychology*, 13, p. 831060. Available at: <https://doi.org/10.3389/fpsyg.2022.831060>.
- Judge, T.A. and Piccolo, R.F. (2004) ‘Transformational and transactional leadership: a meta-analytic test of their relative validity.’, *The Journal of Applied Psychology*, 89(5), pp. 755–768. Available at: <https://doi.org/10.1037/0021-9010.89.5.755>.
- Jyoti, J. and Bhau, S. (2015) ‘Impact of Transformational Leadership on Job Performance: Mediating Role of Leader–Member Exchange and Relational Identification’, *SAGE Open*, 5(4). Available at: <https://doi.org/10.1177/2158244015612518>.
- Kemdikbud (2023) *Publications per Year on Scopus, Kementerian Pendidikan dan Kebudayaan*. Available at: <http://sinta.ristekbrin.go.id/>.
- Khan, M.A., Zubair, S.S. and Kalsoom, Z. (2018) ‘Impact of Transactional Leadership and Transformational Leadership on Employee Performance: A Case of FMCG Industry of Pakistan’, *Industrial Engineering Letters*, 8(3), pp. 23–30.
- Kissi, E. *et al.* (2019) ‘Ascertaining the interaction effects among organisational citizenship behaviour, work overload and employees’ performance in the Ghanaian construction industry’, *International Journal of Productivity and Performance Management*, 68(7), pp. 1235–1249. Available at: <https://doi.org/10.1108/IJPPM-07-2018-0262>.
- Koopmans, L. *et al.* (2013) ‘Development of an Individual Work Performance Questionnaire’, *International Journal of Productivity and Performance Management*, 62, pp. 6–28. Available at: <https://doi.org/10.1108/17410401311285273>.
- Maharsi, P. (2011) ‘Upaya Peningkatan Kinerja Dosen di Indonesia Masih Terkendala Minimnya Kompensasi’, *Jurnal Pengembangan Humaniora*, 11(2), pp. 127–134.
- Manzoor, F. *et al.* (2019) ‘The Impact of Transformational Leadership on Job Performance and CSR as Mediator in SMEs’, *Sustainability*. Available at: <https://doi.org/10.3390/su11020436>.
- Martocchio, J.J. (2015) ‘Pay, Compensation, and Performance, Psychology of’, in J.D.B.T.-I.E. of the S.& B.S. (Second E. Wright (ed.) *International Encyclopedia of the Social & Behavioural Sciences (Second Edition)*. Oxford: Elsevier, pp. 611–617. Available at: <https://doi.org/https://doi.org/10.1016/B978-0-08-097086-8.22012-6>.
- Meditamar, M. *et al.* (2022) ‘Kesiapan Mahasiswa Pendidikan Guru untuk Menyelenggarakan Proses Pembelajaran Online’, *SAP (Susunan Artikel Pendidikan)*, 7. Available at: <https://doi.org/10.30998/sap.v7i1.11907>.
- Memon, R.K. (2014) ‘Effects of Leadership Styles on Employee Performance: Integrating the Mediating Role of Culture, Gender and Moderating Role of Communication Author Detail: Khalid Rasheed Memon 1-1 Lahore Leads University Lahore, Pakistan’, *International Journal of Management Sciences and Business Research*, 3(7), pp. 63–80.

- Mohamed, M.S. *et al.* (2018) 'Effect of organizational excellence and employee performance on organizational productivity within the healthcare sector in the UAE', *Journal of Engineering and Applied Sciences*, 13(15), pp. 6199–6210. Available at: <https://doi.org/10.3923/jeasci.2018.6199.6210>.
- Naeem, S. and Khanzada, B. (2018) 'Role of Transformational Leadership in Employee's Performance with Mediating Role of Job Satisfaction in the Health Sector of Pakistan', *Journal of Health Education Research & Development*, 6, pp. 1–6. Available at: <https://api.semanticscholar.org/CorpusID:59069924>.
- Novitasari, D., Goestjahjanti, F.S. and Asbari, M. (2020) 'The Role of Readiness to Change between Transformational Leadership and Performance: Evidence from a Hospital during Covid-19 Pandemic', *APMBA (Asia Pacific Management and Business Application)*, 9(1), pp. 37–56. Available at: <https://doi.org/10.21776/ub.apmba.2020.009.01.4>.
- Ode, W., Muizu, Z. and Sari, D. (2019) 'Improving Employee Performance Through Organizational Culture, Leadership, And Work Motivation : Survey On Banking Organizations In Southeast Sulawesi', *Jurnal Bisnis dan Manajemen*, 20(1), pp. 71–88.
- Organ, D.W. (1988) 'Organizational citizenship behaviour: The good soldier syndrome.', *Organizational citizenship behaviour: The good soldier syndrome*. Lexington, MA, England: Lexington Books/D. C. Heath and Com (Issues in organization and management series.), pp. xiii, 132–xiii, 132.
- Organ, D.W. (1997) 'Organizational Citizenship Behaviour: It's Construct Clean-Up Time', *Human Performance*, 10(2), pp. 85–97. Available at: https://doi.org/10.1207/s15327043hup1002_2.
- Peng, J. *et al.* (2020) 'Transformational Leadership and Employees' Reactions to Organizational Change: Evidence From a Meta-Analysis', *The Journal of Applied Behavioural Science*, 57(3), pp. 369–397. Available at: <https://doi.org/10.1177/0021886320920366>.
- Podsakoff, P.M. *et al.* (1990) 'Transformational leader behaviours and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviour s', *The Leadership Quarterly*, 1(2), pp. 107–142. Available at: [https://doi.org/https://doi.org/10.1016/1048-9843\(90\)90009-7](https://doi.org/https://doi.org/10.1016/1048-9843(90)90009-7).
- Podsakoff, P.M. and MacKenzie, S.B. (1997) 'Impact of Organizational Citizenship Behaviour on Organizational Performance: A Review and Suggestion for Future Research', *Human Performance*, 10(2), pp. 133–151. Available at: https://doi.org/10.1207/s15327043hup1002_5.
- Purwanto, A., Novitasari, D. and Asbari, M. (2022) 'Tourist Satisfaction and Performance of Tourism Industries: How The Role of Innovative Work Behaviour, Organizational Citizenship Behaviour?', *Journal of Industrial Engineering & Management Research*, 3(1), pp. 1–12. Available at: <https://jiemar.org/index.php/jiemar/article/view/246>.
- Qadariah, Majid, M.S.A. and Idris, S. (2019) 'Mediating Effect of Employee Performance on the Influences of Job Embeddedness, Self-efficacy, and Organizational Commitment on the Public Organizational Performance', in. Available at: <https://api.semanticscholar.org/CorpusID:202709236>.
- Răducan, Radu and Răducan, Ramona (2014) 'Leadership and Management', *Procedia - Social and Behavioural Sciences*, 149, pp. 808–812. Available at: <https://doi.org/https://doi.org/10.1016/j.sbspro.2014.08.322>.
- Rahmi, A., Achmad, G.N. and Adhimursandi, D. (2020) 'The effect of leadership and empowerment style and motivation on work discipline and employee performance in Sungai Kunjang subdistrict, Samarinda City', *International Journal of Business and Management Invention (IJBMI)*, 9(3), pp. 8–14. Available at: <https://doi.org/10.13140/RG.2.2.23291.95528>.

- Ribeiro, N., Duarte, A.P. and Filipe, R. (2018) 'How authentic leadership promotes individual performance', *International Journal of Productivity and Performance Management*, 67(9), pp. 1585–1607. Available at: <https://doi.org/10.1108/IJPPM-11-2017-0318>.
- Rita, M. *et al.* (2018) 'Moderating effect of organizational citizenship behaviour on the effect of organizational commitment, transformational leadership and work motivation on employee performance', *International Journal of Law and Management*, 60(4), pp. 953–964. Available at: <https://doi.org/10.1108/IJLMA-03-2017-0026>.
- Saad Alessa, G. (2021) 'The Dimensions of Transformational Leadership and Its Organizational Effects in Public Universities in Saudi Arabia: A Systematic Review', *Frontiers in Psychology*, 12(November), pp. 1–16. Available at: <https://doi.org/10.3389/fpsyg.2021.682092>.
- Sani, A. and Maharani, V. (2012) 'The impacts of transformational leadership and organizational commitment on job performance among lecturers of faculty in the Islamic Maulana Malik Ibrahim Malang University: the mediating effects of organizational citizenship behaviour ', *International Journal of Academic Research*, 4(4), pp. 102–106. Available at: <https://doi.org/10.7813/2075-4124.2012/4-4/b.15>.
- Shahzadi, I. (2014) 'Impact of Employee Motivation on Employee Performance', *European Journal of Business and Management*, 6(23), pp. 159–167.
- Skarlicki, D.P. and Latham, G.P. (1995) 'Organizational Citizenship Behaviour and Performance in a University Setting', *Canadian Journal of Administrative Sciences / Revue Canadienne des Sciences de l'Administration*, 12(3), pp. 175–181. Available at: <https://doi.org/https://doi.org/10.1111/j.1936-4490.1995.tb00082.x>.
- Story, D.A. and Tait, A.R. (2019) 'Survey Research', *Anesthesiology*, 130(2), pp. 192–202. Available at: <https://doi.org/10.1097/ALN.0000000000002436>.
- Sujadi, E. (2017) 'Penerapan Pendidikan Karakter Cerdas Format Kelompok Untuk Meningkatkan Nilai Kejujuran Mahasiswa Bimbingan Konseling Islam (BKI) Institut Agama Islam Negeri (IAIN) Kerinci', *Tarbawi : Jurnal Ilmu Pendidikan*, 13(1), pp. 97–108.
- Sujadi, E. *et al.* (2019) 'Pengaruh Supervisi Kepala Sekolah Terhadap Kinerja Mengajar Guru', *Literasiologi*, 1(2), pp. 1–23.
- Sulastini, R. (2018) 'Studi Deskriptif Kinerja Dosen dalam Proses Pembelajaran di Universitas Muhammadiyah Surakarta', *Insania*, 23 (1)(1), pp. 113–128.
- Thiruvankadam, T. and Durairaj, I.Y.A. (2019) 'Organizational Citizenship Behaviour: Its Definitions and Dimensions', *GE-International Journal of Management Research*, 46(February), pp. 46–55. Available at: www.aarf.asiaEmail.
- Utama, I., Sagala, S. and Sitompul, H. (2017) 'The Effect of Lecturer Competence on Work Productivity of Private Higher Education Lecturer in Aceh', in. Available at: <https://api.semanticscholar.org/CorpusID:58937650>.
- Walumbwa, F.O. *et al.* (2007) 'Authentic Leadership: Development and Validation of a Theory-Based Measure†', *Journal of Management*, 34(1), pp. 89–126. Available at: <https://doi.org/10.1177/0149206307308913>.
- Widodo, R., Saputri, N.I. and Intania, N. (2022) 'Strategi Rekrutmen SDM untuk Memenuhi Kebutuhan Pendidik dan Tenaga Kependidikan di Pendidikan Terintegrasi Pondok Pesantren Mahasina Darul Qur'an Wal Hadits (MTs dan MA)', *Jurnal Kependidikan Islam*, 3(3), pp. 3–10. Available at: <https://api.semanticscholar.org/CorpusID:254677463>.