

The Effects of Leadership Style to the Employees' Performance of "Bank Kalsel" through Communication Satisfaction Mediation Variable, Organizational Commitment, and Organizational Citizenship Behavior (OCB)

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Abstract

Various studies related to employees' performance have been seriously focused by many researchers as these principles have direct influence in order to realize the objectives of the organizations. Some variables which have direct influences to the employees' performance are organizational commitment and organizational citizenship behavior (OCB). These two variables according to previous studies have inspiration which is controlled by communication satisfaction and leadership style. Using logical positivism approach, this study addresses particular questions as follows: 1. Does the leadership style significantly affect communication satisfaction? 2. Does the communication satisfaction significantly affect the organizational commitment of the employees? 3. Does the leadership Style significantly affect the organizational commitment? 4. Does the leadership Style significantly affect organizational citizenship Behavior (OCB)? 5. Does the leadership Style significantly affect the employees' performance? 6. Does the organizational commitment significantly affect the OCB? 7. Does the organizational commitment significantly affect the employees' performance; 8. Does the OCB significantly affect the employees' performance? This study was conducted at PT Bank Kalsel Banjarmasin (South Kalimantan) and seized the employees in their branches around South Kalimantan as the population of the study. There were 207 (two hundreds and seven) respondents who were selected by using proportionate stratified random sampling technique. The primary data was collected through questionnaire and examined by descriptive analysis and Partial Least Square (PLS) model, on the base of Smart PLS computer programming. It is finally concluded that there are significant correlations within these variables; between the leadership style and communication satisfaction, communication satisfaction and organizational commitment, organizational commitment and OCB, and as well as OCB and employees performance. On the contrary, there are not significant correlation satisfaction a long with these variabel between the leadership style and organizational commitment, leadership style and OCB, leadership style and employees' performance, and lastly, also between the organizational commitment and employee's performance.

Keywords: leadership style, organizational commitmen, employees' performance, organizational citizenship Behavior (OCB), and communication satisfaction.

1. Introduction

The studies in relation to employees' performance are still an interesting topic recently. Factors like internal and external environmental changes that might make the dynamic performance of the employees become variable that are significantly affected by various variables. It might be concluded that the current employees' performance is not only related to the ability and motivation of the employees (Robbins), but it might be also affected by other important aspects such as leadership style, communication satisfaction, organizational commitment and organizational citizenship behavior (OCB).

The importance of employees' performance through the creation of positive employees' behavior (the commitment and OCB) becomes the concern of the management of Bank of South Kalimantan (Bank Kalsel). Several works conducted in order to increase the performance of their employees of Bank Kalsel especially the human resource department are in the form of education and training programs on an ongoing basis or sustainable training programs, either in the form of in-house and off-house in accordance with the need analysis for the training. In line with that, increasing the performance might be conducted through mutation and management career paths as well as special promotions assignment. Management and leadership (leadership style) in every unit always encourages the employees to do self-development, one of which is by supporting them to continue their academic education to a higher level.

In order to build a synergy that goes systemically and flexibly defined and developed in accordance with the demands of the works, the OCB should be based on or influenced by the process of effective interaction and communication. The communication is not within the employees, but within the individual employees, units, and within the organizational components which lead to the achievement of maximum performance.

Madlock (2008) states the conceptualization of leadership includes behaviors that are task-oriented and relationship-oriented workers. In this case, Madlock emphasizes more on the aspect of communication skills and competence of the leaders in his leadership roles. This communication competence, according to Spitzberg, (1983 in Madlock, 2008) includes some elements, namely knowledge, motivation, skills, behaviors, and effectiveness. The communicator's competence includes the ability of the individual to demonstrate communication competence including in listening and negotiation. Salacuse (2007) in Madlock (2008) states that in accordance with changes in the work environment, the composition of the workforce is filled by the more educated people are changing more rapidly, the more a leader is required to have the ability to negotiate. Furthermore, leaders who have good communication competence for task-oriented leadership and relational-oriented style can lead to self-satisfaction of their subordinate employment communication.

Multifactor Leadership Questionnaire (MLQ) considers the characteristics of the retail sector that demands a lot of creativities and changes in the midst of competition that is so high, the leadership style that is effective is to have the following characteristics: supportive, directive, agent of change, respect and trustful, visionary, and ability.

Communication satisfaction as personal satisfaction is inherent in the success of communicating with somebody else. An employee with the information given by both supervisors and their organizations are more likely to understand the requirements of their jobs and their hope to contribute to the success of the organization where they belong (Downs & Adrian, 2004). Downs and Hazen (1977) in Varona (1996) assert that the parameter of communication satisfaction cover a wide range of communication channels between employees and their superiors in an organization, including the organizational perspective, personal feedback, organizational integration, satisfaction with the climate of communications, communications supervisor, as well as satisfaction with the quality of the media. Instruments of communication satisfaction based on Downs and Hazen (1977) have internal consistency and been reliable throughout the organization (Downs, 1979; Varona, 1996). In addition, the communication satisfaction has been also found to be associated with the parameter of job satisfaction and there is a positive relationship between organizational communication with employees' satisfaction and commitment levels (Potvin, 1991).

Referring to John L. Ke, et al. (2000), organizational commitment is a close relationship between the attitude of the employees of organization or any individual with which manifested in various forms such as loyalty, and the desire to remain due to the involvement of employees in the organization. Meyer and Allen (1996) who have been extensively doing research in this topic, the commitment to divide into several forms, namely: Affective commitment, Continuance commitment, continuance commitment, and normative commitment. Affective commitment is the most desired aspect by the company. Employees who have affective commitment will tend to remain and be loyal working in the company, they would recommend positively to other people that the company where he works is a great place to work and they will be happy to do the extra work, as well as providing suggestions for the betterment of the organization.

Organizational Citizenship Behavior (OCB) is defined as the behaviors of the workers over of what is required by the formal roles and not indirectly and explicitly recognized by the system of compensation / formal reward, and hence this attitude might facilitate and enhance the functioning of the organization (Organ, 1998). In addition to the definition, Allison (2001) argues that there are five primary dimensions of OCB, namely: 1. Altruism, 2. Civic virtue, 3. Conscientiousness, 4. Courtesy, and 5. Sportmanship. Castro et al., (2004), provide the more detail characteristics of OCB covering: Altruism as helping behavior, the willingness to help coworkers when they need help such ability and willingness to work overtime to complete a project or a job outside his/her required workhours; willingness to represent the organization to the program / common interest. Sportsmanship as an attitude that is willing to take responsibility for the failure of the project team, and willing to follow the advice of a member if possible success. Politeness is detailed as willingness to understand and empathize even when being criticized by the team.

Appelbaum et al., (2004) asserts that employees classified as "good citizenship" are always willing to behave as follows: (a) making constructive statements about its working groups and also organization; (b) avoiding unnecessary conflicts; (c) always helping other members or coworkers in his team; (d) willing to do the extra tasks outside of his service time; (e) respecting and supporting the organization's rules and policies; and (f) being full of gentleness and politeness sometimes if in case facing a more demanding job responsibilities and troublesome with the organization. It is clear that all kinds of different OCB is quite valuable to the organization. Although that is not directly related to OCB reward system, there is evidence to suggest that individuals who demonstrate OCB always has better performance, and receive higher performance evaluations (Kim, 2006).

Performance is the result of work that can be measured in terms of both quality and quantity that can be achieved in fulfilling out the duties of an employee in accordance with job responsibilities. The performance of employees in such organization should be assessed periodically. The assessment of performance means a process by which organizations assess the performance of each individual. Bittel mentions a formal and systematic evaluation on how well someone is doing his/her job and meeting the appropriate role in the organization. Talukdar and Saha (2007) describe that in most organizations, the subjective assessment of employees' performance should be

upheld by supervisors. Certo (1985, 553-554) says that the dimensions of performance of employees include: absenteeism, tardiness, length of service, dependable task accomplishment, cooperation, protective acts, constructive ideas, self-training, and favorable attitudes.

In relation to measuring the employees' performance of banks, some results of previous researches still have showed such standard or less specific and the result cannot be used universally (as a theory). One of the results of previous studies in the measurement of the relative performance of employees of the bank which is able to accommodate the bank employees' performance measurement was conducted by Talukdar and Saha (2007). They conducted a performance assessment by dividing the bank into two categories, i.e. banks with local and multinational operational scope. The difference between the two might determine the different scope of measurement toward the employees' performance. There are several indicators to measure the performance of the local bank employees, which has similarities with the indicator proposed by Certo (1985: 553-554). The similar indicators in measuring the employees' performance include: constructive ideas with the initiative, drive, enthusiasm, absenteeism with time consciousness, attendance, punctuality, commitment of the employees with a sense of commitment and belonging to the bank (organization), the outer absenteeism presentation and adherence to discipline, dependable desk task accomplishment with job-related accomplishment, acceptability to the customers with response to customers, and reactions / response to supervisor's instructions.

Madlock (2008) has explained that leadership is a behavior that is conducted through communication will shape the perception of the charismatic leader to the employment or subordinate. In his research, Madlock (2008) shows a strong and significant positive relationship between leadership style and the satisfaction of relational communication. In addition to the effect on the creation of communication satisfaction, it indicates there is an increased influence of leadership style on organizational commitment. The statement by Davenport (2008) is supported by the results of research Lok (2004). Lok's research results (2004) are supported Robbin's opinion (2003) which states that the success or effectiveness of a leadership and employee compliance toward regulations as well as a commitment in the organization is determined by the leadership style adopted by the leader. Allen Shore and Griffith (2003) found that leadership styles significantly affect the important organizational variables, such as job satisfaction and organizational commitment. Organizational commitment is not just a passive loyalty, but it also involves an active relationship between the employees concerned with the organization, a willingness to give all his best efforts for the achievement of the stated goals of the company.

In addition to affecting communication satisfaction and organizational commitment, the leadership styles also affects the performance of both the organization and behavior of "pro social" of employees or as organizational citizenship behavior (OCB). The existence of organizational commitment will foster a sense of cooperation with other members of the organization, fellow work group, respect for helping others (Chan, 2006). The organizational commitment will also establish a consistency of an employees' social behavior with other employees (Foote et al., 2005). Behavior that appears as the effect of organizational commitment explicitly stated as the Organizational Citizenship Behavior (OCB), from which this statement is stated by Organ (1988), Castro et al., (2004), Appelbaum et al., (2004). One of the many variables that have an influence on the so-called OCB is organizational commitment (Chan, 2006; Kim, 2006; Foote et al., 2005, and Castro et al., 2004). Although OCB is not directly related to reward system, there is evidence suggesting that individuals who demonstrate OCB, has better performance, and receive higher performance evaluations (Kirn, 2006). In addition, OCB is also associated with the performance and effectiveness of groups and organizations (Pare and Lalonde, 2001).

Through his research, Vigoda (2007) found a stronger relationship between the transformational leadership style and OCB compared to the relationship between transactional leadership style and OCB. Charismatic leadership, transformational leadership and visionary leadership directly affect the financial performance and further bisnis. It is stated that charismatic leadership may inspire job satisfaction to the employees who can then lead to a consensus among employees to improve performance.

Besides being influenced by the leadership style, OCB is also influenced by other variables of organizational commitment. Kim (2006) suggested affective commitment is significantly related to the variation and determine the OCB. Organizational commitment has been studied intensively by many researchers over the last 2 decades, but most of these studies only showed an association between the level of commitment to presence, leadership style, performance, employee turnover rate, openness of communication, participation in decision-making, the amount of feedback received and socialization strategies of new workers. In some of the studies that have been carried out as described above, the antecedents of commitment variables only focused on structural variables, and individual variables associated with the role in the organization . In fact, studies reveal the relationship between communication satisfaction and organizational commitment has been rarely conducted. It showed a positive relationship between organizational commitment and employees' performance. The low employee performance may imply to the overall company performance.

2. Research Method

This study was conducted in a bank of South Kalimantan (Bank Kalsel) by using a quantitative approach through the study of causality (causality research). The samples for this study numbered 205 of 420 permanent employees of this bank institution. The number of samples was determined by Slovin formula with the sampling technique used was Proportionate Stratified Random Sampling. There were five variables considered in this research. Influences within variables were as follows: (1) Leadership style referred to the indicators including supportive, directive, change agent, respect and trustful, vision, ability; (2) Satisfaction of communication referred to the Downs and Adrian (2004), Downs and Hazen (1977) the Varona (1996) with its parameters namely an organizational perspective, personal feedback, organizational integration, satisfaction with the climate, supervisor communication, and satisfaction with the quality of the media; (3) The employees' commitment referred to Meyer and Allen (1996) with the parameters including affective commitment, continuance commitment, and normative commitment; (4) Organizational Behavior Citizenship (OCB) referred to Castro et al., (2004) and Appelbaum et al., (2004) with the parameters including altruisms, respect, sportsmanship, voluntary, avoidance, virtuous, and helpful; and (4) The employees' performance referred to Certo (1985) and Dessler (2003) with the parameters including absenteeism, tardiness, length of service, dependability, accomplishment, cooperation, protective acts, constructive ideas, self-training, and favorable attitudes. The data were analyzed by using PLS (Partial Least Square) with Smart PLS program. The process of hypothesis testing was done by modifying the model four times, by eliminating invalid items and AVE values below 0.5 standards. For the communication satisfaction variable was measured through four (4) items. For the variable of organizational commitment was measured through 5 items. For citizenship organizational behavior variables were measured with 5 items. For the employees' performance variables were measured with four items. As for the variable leadership style was measured with 8 items.

3. Results and Discussion

Description of respondents indicated that the majority (79.7%) of the respondents are married. Respondents' age was 26 to 35 years as much as 61% with an 85.5% level of education S1 with tenure 1-15 years as much as 89%. The average salary was between Rp. 3,000,000 to Rp. 8,000,000 a month (66.2%). Description of leadership style variable was obtained as a mean of 3.88; the employees tend to agree with the style of leadership that is capable of motivating, visionary and solving problems at Bank Kalsel. In addition, the obtained result averaged was 3.81 which showed that the employees tend to agree with communication satisfaction. Meanwhile, organizational commitment was obtained which showed a mean of 3.91 which also means tend to agree. While the average for citizenship organizational behavior (OCB) was 3.95, also showing tendency to agree. Similarly Employee Performance showed tendency to agree with a mean of 3.99.

Furthermore, the final model obtained AVE value of 0.512, cronbachs Alpha of 0.735, and the value of the composite reliability of 0.834 as shown in the following figure:

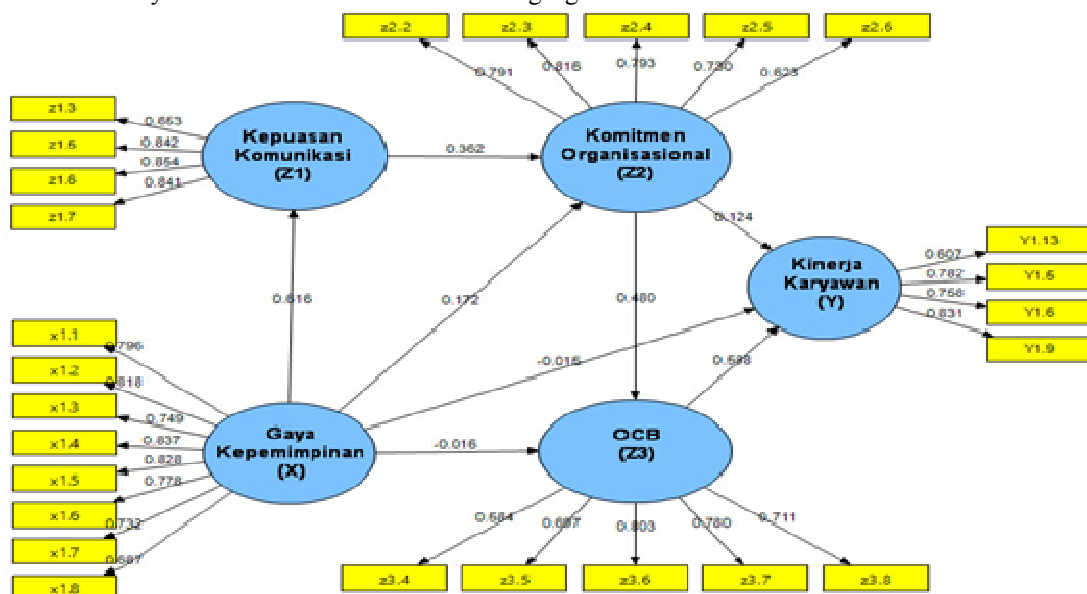


Figure 1 Final structural model

Table 1 Hypotheses testing results

Hypotheses	Effects within variables	t statistic	Conclusions
H1	Leadership style → communication satisfaction	7.937383	Significantly affecting
H2	Communication satisfaction → organizational commitment	3.10066	Significantly affecting
H3	Leadership style → organizational commitment	1.30396	Affecting, but not significant
H4	Leadership style → OCB	0.097555	Affecting, but not significant
H5	Leadership style → employees' performance	0.118771	Affecting, but not significant
H6	Organizational commitment → OCB	3.876883	Significantly affecting
H7	Organizational commitment → employees' performance	1.155011	Affecting, but not significant
H8	OCB → performance	7.029048	Significantly affecting

*significant at the level of 0.05

The amount of the size effect (f^2) on the structural model of the 0.389 results obtained shows that the structural model is included in the large category (Chin 1998; 2010 in Ghozali 2012). The score for goodness of fit value generated was $0.44 > 0.36$, being categorized into the large category. R-Square value for communications satisfaction variables was at 0.380, classified into the moderate category, while the R-square value for the organizational commitment variable was at 0.256, included in the low category. The value of R-Square was 0.22 for OCB variable, included in the low category. Furthermore, the R-square value for the employees' performance variable was 0.43, included in the moderate category. The employees' performance was affected by leadership style, organizational commitment, and organizational citizenship behavior (OCB) by 43%, the rest was 57% influenced by other variables outside the model.

Leadership style gave a significant positive effect on communication satisfaction (0.616). This finding supports the findings of Holladay and Coombs (1993), Pavitt (1999) in Madlock (2008) and Madlock (2008). On the other hand, there was not significant effect of leadership styles on the organizational commitment of the employees. This not significant effect does not support the idea of Appelbaum, et al., (2004) and Chipunza et al., (2011), Mowday et al., (1982), Smith (2006), Lo, et.al., (2009), Luthans (2006), Mowday et al., (1982) and Darwish (2000) and Rowden (2000) who found the opposite relationship between the leadership style and the employees' commitment. However, these findings support the findings by Chipunza et al. (2011), that the positive relationship between leadership style and organizational commitment to the employees' motivation is weak and Appelbaum et al., (2004) that a direct relationship between the leadership style and organizational commitment of the employees is less appropriate. There was also not significant effect of leadership style on organizational citizenship behavior (OCB) of Bank Kalsel employees. This finding does not support Appelbaum et al., (2004), and Vigoda (2007) Blumberg and Pringle (1982: 92), Vigoda (2007) who found the opposite relationship between the leadership style with the OCB.

The communication satisfaction gave positive and significant effects on the organizational commitment of the employees of Bank Kalsel (0.36). This finding supports Sias (2005), Downs & Adrian, (2004), Clampitt & Downs (1993), Jain (1973), Pincus, (1986) and Varona (1996). Furthermore, the organizational commitment affected positive and significant the organizational citizenship behavior (OCB) of Bank Kalsel employees (0.48). This finding is in line with the opinion of Kim (2006) and supports some previous findings, among others namely Bass and Avolio (1993), Chan (2006), Castro et al., (2004) and Foote et al., (2005). Finally, the effect of the organizational commitment on the employees' performance was proven as not significant (0.12). It does not support the finding by Peter Poznanski (2007) and Khan et al., (2010). Meanwhile, the organizational citizenship behavior (OCB) gave significant and positive effect on the employees' performance of Bank Kalsel (0.59). This supports the opinion of Katz (1964) and reinforces the findings by Kim (2006) that the organizational citizenship behavior is positively associated with the performance and effectiveness of groups and organizations.

4. Conclusion

The leadership style in Bank Kalsel determines the communication satisfaction, and in further affects the organizational commitment that might cause positively to the organizational citizenship behavior of the employees. From this, it might increase the performance of the employees of Bank of South Kalimantan (Bank Kalsel).

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