



## A “Role Model” Leader And It’s Impact to Job Performance

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### Abstract

The purpose of this research is to know the influence of authentic leadership towards employees' performance through OCB. The population in this study is nurse with civil servants status at RSJD Dr. Amino Gondohutomo. Methods of collecting data using interviews and questionnaires. The sampling technique uses a simple random sampling. Sample is 109 nurses. Data analysis methods use descriptive analysis and analysis using SmartPLS 3.0. The results showed that there was a significant negative relationship between authentic leadership towards employee performance. There is a positive and significant relationship between authentic leadership towards creativity and organizational citizenship behaviour as well as creativity and organizational citizenship behaviour towards employee performance. In addition, research results also show that the creativity and behavior of the organizational citizenship of the employee has a significant positive impact on the employee's performance. The advice for the organization is to strengthen the relationship between leaders and nurses and increasing the information in the field of nursing that can trigger the emergence of creativity in work. For further research it is recommended to increase the number of research samples.

### INTRODUCTION

The development of science and technology today requires organizations to have a competitive advantage (Murniasih & Sudarma, 2016). Quality human resources are needed to support the progress of the organization. Ranihusna, (2010) said that human resources become a challenge for management, because the success of management and others depends on the quality of human resources. High quality human resources can be a guide for every organization to be able to achieve the goals set (Sudarma, 2012). The overall success of an organization in achieving its strategic goals depends very much on the level of employee performance (Ek & Mukuru, 2013). Performance can be the main important factor regarding the contribution made by employees to an organization that is determined by the quality and performance of

employees (Septyaningsih & Palupiningdyah, 2017).

Hasibuan (2013) said that performance refers to a work that has been achieved by someone in carrying out the tasks assigned to them based on skill, experience and sincerity as well as time. The concept of performance can be defined as an achievement of results (Martono, 2013). Within an organization, performance will always be an actual issue because performance is a key question to the effectiveness or success of an organization (Rosnani, 2012). The concept of organizational effectiveness is a crucial concept in understanding organizational science (Yuniawan et al., 2017). Employee performance is expected by every organization, but in reality not all employees have good performance. During carrying out activities in the organization, employees may experience physical, psychological and social influences that can affect their performance (Zafar et al., 2015).

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According to Setiyadi and Wartini (2016), leadership can affect employee performance. Syaifei et al. (2016) said that the role of a leader in an organization is needed as an effort to increase employee trust and the relationship between superiors and subordinates so that the goals and expectations of leaders can be implemented by employees. Authentic leadership is one good way to achieve positive results through the ability of employees to stimulate creative ideas, affective commitment, which can improve individual performance. Leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals (Ghonyah & Masurip, 2011). According to Nasab and Afshari (2019), authentic leaders as positive figures can direct employees and organizations to build and use their abilities in producing good performance. Employee performance will directly affect organizational performance as one aspect in creating competitive advantage (Zakiyati & Sudarma, 2015).

Employee creativity in this case can also affect how an employee performs in an organization. Creativity is the generation of new ideas that are useful and can be a solution to a problem (Kremer et al., 2018). Research conducted by Shalley and Gilson, (2004) shows that employees with creative ideas are more likely to show higher levels of job performance.

In addition to employee creativity, there are other variables that can also have an influence on employee performance, namely Organizational Citizenship Behavior (OCB). Modern organizations need to improve organizational citizenship behavior, because organizational citizenship behavior is believed to increase the ability of organizations to solve complex problems (Ibrahim & Aslinda, 2014). Employees with high citizenship behavior can increase emotional closeness and feelings of belonging among members of the organization that will affect employee performance (Fitriastuti, 2013).

Nurse attendance of RSJD Dr. Amino Gondohutomo during the last three years is still volatile and above 3%. At the end of 2016 the average absenteeism of employees was 5.08%, in 2017 the average absenteeism of nurses decreased by 4.76%, then in 2018 the average absenteeism of nurses again increased to 5.43 %. According to Mudiarta (2012) organizational activity can be said to run well if the average absenteeism is in the range of 2-3%, whereas if absenteeism is above 3% then there is an indication of problems

in the organization one of which is on employee performance.

Nurse absentee rate at RSJD Dr. Amino Gondohutomo is inversely proportional to the conditions of leadership that are applied. Authentic leadership that is applied by the head of the room (nurse leader) is generally good, evidenced by the willingness of the head of the room to provide guidance and can internalize the values of his life at work. However, the condition of nurses performance is still not optimal.

Research on authentic leadership on employee performance mediated by creativity and organizational citizenship behavior is rarely examined its influence. Based on what has been explained above, researchers are interested to find out whether there is an influence between authentic leadership on employee performance through creativity and organizational citizenship behavior in nurses with civil servant status at RSJD Dr. Amino Gondohutomo.

### **Hypotheses Development**

#### **Effect of Authentic Leadership on Employee Performance**

Performance shows whatever is done by employees, which may be in the form of the effectiveness of completing their tasks, cooperative relationships with other parties, the quality and quantity of their work, and their presence at work (Martono et al., 2018). Avolio and Gardner (2005) define authentic leadership as leaders who have high self-awareness in thinking and acting which are then perceived by followers to have an awareness of the moral values of themselves and others, have broad strength and knowledge, are aware of what is being done by himself, confident, optimistic, tough and has moral awareness. Research conducted by (Leroy et al., 2015) found that leader integrity drives employee performance. Alzghoul et al. (2018) states that authentic leaders are able to promote the performance of their employees. Wong and Laschinger (2012) also found a significant influence of authentic leadership that has an impact on employee performance in the health sector. Based on the description of the above hypothesis development, the following hypotheses were prepared:

H1: There is a significant positive influence between authentic leadership on employee performance.

#### **Effect of Authentic Leadership on Creativity**

Employee creativity is the development of the concept of creativity which is defined as a

source of creative ideas and new approaches in responding to problems (Ibrahim et al., 2016). In the workplace, creativity can be defined as the emergence of new ideas or solutions that are valuable and beneficial to the organization (Amabile et al., 1996). Ribeiro et al., (2018) said leaders can promote employee creativity in two main ways, namely encouraging interaction and developing a work climate that supports employee ingenuity. Studies conducted (Cerne et al., 2013) show that authentic leadership can increase creativity. Based on the description of the hypothesis development above, the following hypotheses are arranged:

H2: There is a significant positive influence between authentic leadership on creativity.

### **Effect of Creativity on Employee Performance**

The goal of creative performance is not only to generate ideas, but also to produce solutions for solving problems that are being faced by the organization or to create new products and services, so that organizations can convert business opportunities so as to make organizations more effective (Malik et al., 2016). Creativity is needed for better employee performance results, besides that creativity can also be used as a basis for innovation, and organizational competitive advantage (Sue-Chan, 2015). Employee creativity must be empowered, considering that if employees are given freedom or autonomy, they will maximize their skills which will then benefit the organization (Siddiqi & Qureshi, 2016). According to Ribeiro et al. (2018) creative employees have unique characteristics that differentiate them from other employees, especially in terms of independence, confidence, and willingness to take risks. Based on the description of the development of the above hypothesis, the following hypothesis is prepared:

H3: There is a significant positive effect between creativity on employee performance.

### **Effect of Authentic Leadership on Organizational Citizenship Behavior**

Organizational citizenship behavior is a positive behavior of individuals as members of the organization in the form of a willingness to consciously and voluntarily to work and contribute to the organization more than what is demanded formally in the organization (Prihatanti & Dewi, 2010). Organizational citizenship behavior has an important role for the success of the organization. A study conducted by Cottrill et al. (2014) states that authentic leaders can

encourage greater citizenship behavior through the inclusive environment that they create. Joo and Jo (2017) also found that the perception of authentic leadership has a significant impact on employee citizenship behavior. Based on the description of the hypothesis development above, the following hypothesis is prepared:

H4: There is a significant positive influence between authentic leadership on organizational citizenship behavior.

### **Effect of Organizational Citizenship Behavior on Employee Performance**

Organizational citizenship behavior has an important role for organizational success, PKO has the potential to improve organizational efficiency by increasing employee performance and productivity (Supriyanto et al., 2018). PKO encourages employees to apply their maximum knowledge, skills and abilities at work which then helps the organization to improve its performance in the long term compared to the short term (Chelagat et al., 2015). Anvari et al. (2015) emphasized that the PKO dimension of altruism, awareness, courtesy, sportsmanship, and the virtues of citizens improves employee performance. Research conducted by Malik et al. (2016) also found that PKO significantly predicts an employee's performance, PKO increases the ability of coworkers and managers to do their work through planning, scheduling and solving problems more efficiently and contributing to service quality. Based on the description of the development of the above hypothesis, the following hypothesis is prepared:

H5: There is a significant positive effect between organizational citizenship behavior on employee performance.

### **The Effect of Authentic Leadership on Employee Performance Through Creativity**

Avolio and Gardner (2005) say authentic leaders internalize values, beliefs and moral principles into employee behavior that has a positive influence. The authentic nature of a leader will increase employee creativity. This is consistent with research conducted by Rego et al. (2014) which shows there is a direct relationship between authentic leadership and employee creativity, authentic leaders influence the way employees identify problems, manage information, produce alternative solutions, and evaluate ideas.

Creativity is defined as the development of a novelty of ideas regarding an organization's

products, practices, services, or procedures (Amabile et al., 1996). Creativity is really needed in an organization to be able to compete with its competitors. According to Ibrahim et al. (2016) creativity can not only improve individual performance, but also enable employees to improve organizational performance because with creativity, employees can bring up new technology, processes, techniques, or product ideas that are beneficial to the organization. So in this case, creativity is a variable that can play a role in mediating the relationship of authentic leadership with employee performance. This premise is supported by research (Ribeiro, 2016) which states that there is a significant positive relationship between authentic leadership and employee performance mediated by employee creativity. Based on the description of the development of the above hypothesis, the following hypothesis is prepared:

H6: There is a significant positive influence between authentic leadership and employee performance mediated by creativity.

#### Effect of Authentic Leadership on Employee Performance Through Organizational Citizenship Behavior

Organizational citizenship behavior is important for organizations because two main aspects are trust and the strength of interpersonal relationships that have a profound impact on organizational performance and individual development (Malik et al., 2016). Employees who have citizenship behavior tend to display effective performance which can further affect organizational productivity better (Aisyah & Wartini, 2016).

Authentic leadership can be one of the triggers for organizational citizenship behavior. Zaabi et al. (2016) state that authentic leadership significantly improves citizenship behavior among workers in the oil sector. According to Ribeiro et al. (2017) authentic leadership can lead to organizational citizenship behavior in an organization, because employees who are influenced by authentic leaders will tend to adopt the behavior of their leaders who can then help the organization with better performance. Based on the description of the development of the above hypothesis, the following hypothesis is prepared:

H7: There is a significant positive influence between authentic leadership and employee performance mediated by organizational citizenship behavior.

Based on the description of the hypothesis development above, a research model can be arranged which can be seen in Figure 1. below:

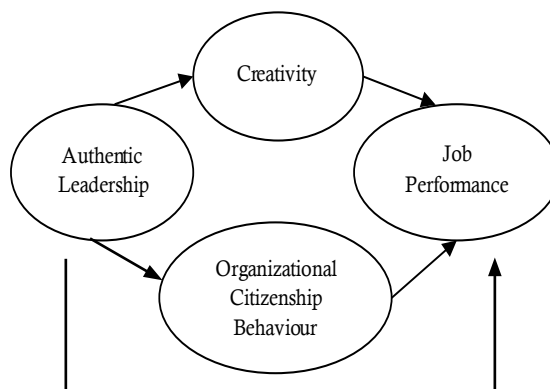


Figure 1. Research Model

## METHOD

The population in this study were nurses with the status of civil servants in RSJD Dr. Amino Gondohutomo, Semarang, Central Java. This study uses a purposive random sampling technique with a sample size of 109 respondents. Data collection methods in this study used questionnaire with a Likert scale using 5 study numbers, namely: Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. Testing in this study uses SmartPLS 3.0.

Rule of thumb evaluates the structural model of the outer model in this study. Convergent validity using a loading factor > 0.60. Discriminant validity uses the cross loading parameter > 0.60. Reliability using the Cronbach alpha > 0.60. As for the inner model, this study uses the R-squared value with a parameter of 0.67; 0.33; .19 (good, moderate and weak). And the significance of 5% with a t-table value > 1,645 (one tailed).

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## RESULTS AND DISCUSSIONS

### Measurement Model (Outer Model)

Convergent validity measurement model based on the results of loading factor

measurements found that there are 5 items of indicator statements valued at <0.60 so that these items need to be eliminated. The discriminant validity test is done then the results are found that all statement items are worth <0.60 so that there is a good discriminant validity. Reliability testing was carried out with the results of Cronbach alpha and composite reliability of all variables above 0.70.

**Structural Model (Inner Model)**

The inner model describes the model of the relationship between latent variables that are formed based on the substance of the theory by conducting the R square test and the significance test through the estimation of path coefficients.

**Table 1.** Hypothesis Testing Results

Variabel	R-square
Employee performance	0.605
Creativity	0.353
Organizational Citizenship Behavior	0.372

The R-square results in table 1. show that the influence of authentic leadership on employee performance is 60.5%, on creativity 35.3%, as well as on organizational citizenship values of 37.2% which the rest can be explained by other variables.

leadership variable has a significant negative effect on nurses' performance, which means H1 is accepted with a negative influence. This result is not in accordance with previous research conducted by Alzghoul Elrehail, Emeagwali and Alshobul, 2018 which states that authentic leadership has a positive influence on nurse performance.

Analysis of the influence of authentic leadership variables on creativity from the calculation obtained an original sample value of 0.594 with a t-value of 9.2274> t-table 1.645 and a significance value of 0.000 <0.05, meaning that the authentic leadership variable had a significant positive effect on the creativity of nurses, which means H2 be accepted. These results are consistent with previous research conducted by Malik et al., 2016 which states that authentic leadership has a positive influence on nurses' creativity.

Analysis of the influence of creativity variables on nurse performance from the calculations obtained the original sample value of 0.330 with a t-test value of 3.092> t-table 1.645 and a significance value of 0.001 <0.05, meaning that the creativity variable has a significant positive effect on nurse performance, which means that H3 is accepted . These results are consistent with previous research conducted by Ibrahim et al., 2016 which states that creativity has a positive influence on nurse performance.

Analysis of the influence of authentic leadership variables on organizational citizenship

**Table 2.** Hypothesis Testing Results

Hypotheses	Sig (<0,05)	t-tabel (>1.64)	O	Information
H1	0.014	2.210	-0.152	Accepted
H2	0.000	9.274	0.594	Accepted
H3	0.001	3.092	0.330	Accepted
H4	0.000	10.217	0.610	Accepted
H5	0.000	6.707	0.604	Accepted
H6	0.002	2.858	0.196	Accepted
H7	0.000	5.510	0.369	Accepted

Based on the test results using the path coefficient using SmartPLS 3.0 which can be seen in Table 2. The analysis of the influence of authentic leadership variables on nurse performance from the calculation shows that the original sample value is -0.152 with a t-value of 2.210> t-table 1.645 and a significance value of 0.014 <0.05, it means that the authentic

behavior from the calculation obtained an original sample value of 0.610 with a t-test value of 10.217> t-table 1.645 and a significance value of 0.000 <0.05, meaning that the authentic leadership variable has a significant positive effect on organizational citizenship behavior, which means H4 is accepted. These results are consistent with previous research conducted by Joo and Jo

(2017) which states that authentic leadership has a positive influence on organizational citizenship behavior.

Analysis of the effect of organizational citizenship behavior variables on nurse performance from the calculation obtained an original sample value of 0.604 with a t-test value of  $6.707 > t\text{-table } 1.645$  and a significance value of  $0.000 < 0.05$ , meaning that organizational citizenship behavior variables have a significant positive effect on nurse performance, which means H5 is accepted. These results are consistent with previous research conducted by Supriyanto et al., 2018 which states that organizational citizenship behavior has a positive influence on nurse performance.

Analysis of the influence of authentic leadership through creativity on nurse performance, based on statistical calculations it is known that the direct influence given by the authentic leadership variable on nurse performance is  $-0.152$ . While the indirect effect of authentic leadership variables through creativity on nurse performance obtained an original sample value of 0.196 with a t-test value of  $2.858 > t\text{-table } 1.645$  and a significance value of  $0.002 < 0.05$ , meaning that the authentic leadership variable had a significant positive effect on nurse performance through creativity, which means H6 is accepted.

Analysis of the influence of authentic leadership through organizational citizenship behavior on nurse performance, based on statistical calculations note the direct effect given by the authentic leadership variable on nurse performance of  $-0.152$ . While the indirect effect of authentic leadership variables through organizational citizenship behavior on nurse performance obtained an original sample value of 0.369 with a t-test value of  $5.510 > t\text{-table } 1.645$  and a significance value of  $0.000 < 0.05$ , meaning that the authentic leadership variable had a significant positive effect on nurse performance through organizational citizenship behavior, which means H7 is accepted.

## CONCLUSIONS AND RECOMMENDATIONS

The conclusion of this study is that there is a significant negative relationship between authentic leadership and nurse performance. There is a significant positive relationship between authentic leadership and creativity. There is a significant positive relationship between creativity and nurse performance. There is a significant positive relationship between authentic leadership and or-

ganizational citizenship behavior. There is a significant positive relationship between organizational citizenship behavior and nurse performance. Creativity mediates the relationship between authentic leadership and employee performance. The organizational citizenship behavior mediates the relationship between authentic leadership and employee performance.

In conducting this research, of course the author is not spared limitations. In this study, the sample used was only 109 samples so the results could not be generalized. The recommendation for further research is to conduct research on objects other than nurses with the status of civil servants and by increasing the number of samples used. Future studies can also examine other variables as predictors of employee performance.

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