

# Employee Performance in Terms of Transformational Leadership, Non-Physical Work Environment and Organizational Citizenship Behavior

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**Submission date:** 31-Mar-2024 10:04PM (UTC-0400)

**Submission ID:** 2336397764

**File name:** EMSJ,Mahargiono,Pradana,Laily,.pdf (487.11K)

**Word count:** 5807

**Character count:** 33888

**Employee Performance in Terms of Transformational Leadership, Non-Physical Work Environment and Organizational Citizenship Behavior**

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**Abstract.** This study aims to analyze and determine the effect of transformational leadership, non-physical work environment and organizational citizenship behavior on employee performance of PT BFI Finance Surabaya Mobil Branch. Data were collected through questionnaires distributed to 90 PT BFI Finance Surabaya Mobil Branch employees as research samples. The sampling method is nonprobability sampling with a purposive sampling technique. This type of research is quantitative research using multiple linear regression analysis techniques and partial hypothesis testing using the t-test. Testing using the SPSS (Statistical Product and Service Solutions) program tool version 21. The results showed that the transformational leadership variable and the non-physical work environment had no significant effect on the performance of PT BFI Finance Surabaya Mobil Branch employees. In comparison, the organizational citizenship behavior variable significantly affects the performance of PT BFI Finance Surabaya Mobil Branch employees.

**Keywords:** transformational leadership, non-physical work environment, organizational citizenship behavior, employee performance

**Introduction**

One indicator of a company's success in achieving its goals is when it can manage its employees optimally. According to Ardana et al. (2012: 3), employees are the most valuable and important assets for an organization or company because the human element largely determines an organization's success. In companies or businesses, human resource management is the science of managing company employees. It is reinforced by the opinion of Hasibuan (2012: 10), which reveals that human resource management is the science and art of regulating the relationship and role of labor (employees) so that it is effective and efficient in helping to realize the goals of the company, employees, and society. Various factors support the success of human resource management in a company. These factors become one of the concentrations for company management; the goal is that it can be implemented in business activities to improve employee performance. Through various kinds of activity ideas, which the activities, or programs to be implemented require costs, energy, time, thoughts, etc.

Leadership is one of the factors that influence employees. Leadership is how a leader influences subordinates' behavior so that they want to work together and work productively to achieve organizational goals (Hasibuan, 2012). In leadership, there is such a thing as leadership style, where each person or leader has a different style to influence the people he leads. One of them is the transformational leadership style, which has become the focus of experts to be studied in recent decades because it is considered an alternative to companies or organizations in achieving predetermined goals. Transformational leadership can create an environment that motivates employees to achieve organizational goals and develop an interest in working (Fajrianti & Kresnandito, 2012).

In addition to leadership influencing employees' quality of work, another factor is the condition of the company's work environment. According to Schultz (2006), the work environment is all the conditions surrounding employees associated with psychological changes in the employees concerned. A comfortable, safe, conducive, and pleasant work

environment will make employees feel at home in their work environment, and it can affect the performance of these employees. There are two types of work environments, one of which is the non-physical work environment. The non-physical work environment is all the circumstances related to work relationships with superiors and co-workers or subordinates (Sedarmayanti, 2009, p. 26). The definition of the non-physical work environment is also expressed by Nitisemito (2000: 171-173), that the company should reflect conditions that support cooperation between superiors, subordinates, and those with the same position. From some of the above definitions, the non-physical work environment can be interpreted as all working conditions that are invisible but can be felt as benefits, where these conditions also affect the psychological and emotional state of employees in carrying out their work tasks so that when the non-physical work environment is good, it will affect employee performance. Therefore, companies need to ensure the quality of the work environment in the company.

Furthermore, the indicator of the success of an organization is also largely determined by the willingness of employees to behave not only to do the company's main tasks but also to have the desire to be a good employee (good citizen) in the organization. In the last few decades, academics & practitioners have paid attention to further examining the idea of Organizational Citizenship Behavior (OCB). If managed properly, OCB is considered a valuable managerial tool for organizations, positively affecting individual, group, and organizational performance. OCB is the extra-role behavior of individuals at work that is not directly or explicitly mentioned in the formal reward system (Organ, 2002, p. 505). In addition, the organization will also be successful if its employees not only perform their main tasks but also want to do extra tasks such as willingness to cooperate, be communicative to provide input, have an active role, provide extra services, willingness to help other colleagues and have effectiveness at work. In other words, OCB is a behavior or habit done voluntarily outside of formal work. Therefore, OCB is known to increase an organization's effectiveness, efficiency, and performance (Podsakof et al., 2000).

PT BFI Finance is the longest-running finance company in Indonesia, with 228 branch offices and 173 outlets spread across 33 out of 34 provinces. Business activities at BFI Finance focus on three types of financing that have their lines of work. First, four-wheeled vehicle (car) financing; second, vehicle collateral financing; and heavy equipment lease financing. The object of my research is BFI Finance Surabaya Mobil Branch, located at Jalan Raya Ngagel Jaya No.39, Surabaya. From the results of pre-research interviews with the Human Capital (HC) department at the BFI Finance office in Ngagel, Surabaya, several problems in the company related to the research variables were obtained. Some employees think team coordinators could be more optimal as team leaders. It is one factor that results in the teamwork of employees under him and other lines of work needing to be maximized. Another phenomenon is the delivery of a leader or supervisor who is firm in giving demands for a job; it aims to spur employees at the lower level to meet the work targets set by the company. Nevertheless, in reality, these conditions are considered by employees as unpleasant treatment. The impact is that the employee experiences a decrease in performance because the work mood is disturbed. It also concerns employees' psychological ability and emotional stability in responding to work demands. One of the efforts made to maintain harmony in the work environment is to hold an evaluation and mentoring agenda once a week regularly. The goal is to avoid interpersonal problems between employees and superiors with employees.

## Literature Review

### Transformational Leadership

Transformational leaders are central to bringing the company to achieve its goals. In addition, transformational leaders must also be able to align the company's future vision with their subordinates and be highly dedicated to meeting the needs of their subordinates. According to Kresnandito and Fajrianthi (2012: 80), transformational leadership can create an environment that motivates employees to achieve organizational goals and develop an interest in work. Characteristics of transformational leadership according to Luthans (2016: 304): (a) Leaders identify themselves as agents of change, (b) Leaders encourage courage and risk-taking, (c) Leaders believe in people, especially the potential of their subordinates, (d) Leaders are based on values. The principles of transformational leadership, according to Rees (2001), are as follows: (a) Simplification, (b) Motivation, (c) Facilitation, (d) Mobilization. According to Dubrin (2005: 143-145), the objectives of transformational leadership to bring about organizational change are as follows: (a) Change the culture of the organization, (b) Increase people's awareness of rewards, (c) Help people not just pursue self-interest, (d) Help people seek self-fulfillment. Transformational leadership is one of the leadership styles. According to Bass (2010: 304), transformational leadership has several characteristics that can be used as indicators, namely: (a) Idealized Influence, (b) Inspirational Motivation, (c) Intellectual Stimulation, and (d) Individualized Consideration.

### Non-Physical Work Environment

One important factor in improving employee performance is the work environment. Because the work environment has a direct influence on employees when completing work. Good work environment conditions exist when employees can complete their work safely, comfortably, and optimally. Therefore, realizing a good work environment will greatly contribute to determining the success of achieving organizational goals. On the other hand, a good work environment must be realized to ensure success in achieving organizational goals. According to Sedarmayanti (2011: 26), The non-physical work environment is all the conditions that occur in the workplace related to the relationship between co-workers and relationships with subordinates. The non-physical work environment is a work environment that cannot be detected by the five human senses but can be felt (Wursanto, 2009, p. 268). There are various kinds of non-physical work environments as follows: (a) Employee feeling of security, (b) Employee loyalty, and (c) Employee satisfaction. The non-physical work environment can be influenced by several factors, namely the temporal and psychological work environments (Mangkunegara, 2011, p. 105). The following is the explanation: (a) Temporal work environment, (b) Psychological work environment. Maximizing the non-physical work environment remains good, as for the efforts that must be made. According to Noe et al., 2008: 281), improving the quality of the non-physical work environment aims to improve the environment that provides training opportunities and learning motivation. Therefore, management needs to: (a) Provide materials, time, work relationship information, and other work aids for employees to use with new skills or new behaviors before participating in training programs, (b) Talk positively about company training programs to employees, (c) Let employees know that they are doing a good job if they use training materials in their work, (d) Pay attention to the membership of work groups that are involved with others in experimenting with the use of new skills on the job and socializing feedback and sharing training experiences and situations that match the training material that can help their work, (e) Give employees valuable time and opportunities to apply new skills or new behaviors to their work. Indicators as a dimension of the non-physical work environment proposed by Siagian (2014: 61), namely: (a) The relationship between co-workers at the same



level, (b) The relationship between superiors and employees, (c) Cooperation between employees.

### Organizational Citizenship Behavior

Every company has a standard set for employees in carrying out the demands of their job description, where these demands must be completed to fulfil their responsibilities as employees. More than that, companies also expect employees to be able to improvise when working. One voluntarily does more than just the demands of their job duties (extra-role behavior); this voluntary behavior is called organizational citizenship behavior (OCB). The fundamental difference between in-role behavior and extra-role behavior is in the reward. In-role behavior is usually associated with rewards and sanctions (punishment).

In contrast, extra-role behavior is usually free from rewards and the behavior of individuals is not organized into the rewards they will receive (Usmara, 2003). No additional incentives are provided when individuals perform extra-role behaviors. "Compared to in-role behavior, which is associated with extrinsic or monetary rewards, extra-role behavior is more associated with intrinsic rewards" (Usmara, 2003, p. 20). This behavior arises from the feeling of being a "member" of the organization and satisfied if they can do "something more" for the organization. OCB is considered a unique aspect of employee activities at work because OCB is the behavior of employees voluntarily exceeding what is expected by the company, for example, being willing to cooperate, give advice, help, provide extra service to customers, participate actively, and use their working time effectively. According to Garay (2006: 34), Organizational Citizenship Behavior (OCB) is voluntary behavior to promote the company's interests, does not include formal work obligations, and is not directly tied to a formal reward system. Organ et al., (2006: 51) state that there are five main categories in Organizational Citizenship Behavior (OCB) as follows: (a) Altruism (helping attitude), (b) Conscientiousness (obeying the rules), (c) Sportsmanship (sportive and positive attitude), (d) Courtesy (good and polite behavior), (e) Civic Virtue (attitude of involvement in the organization). According to Emmanuel & Ariek (2011), several factors influence the emergence of OCB in a company as follows: (a) Organizational culture and climate, (b) Personality and mood, (c) Perception of perceived organizational support, (d) Perception of the quality of superior-subordinate relationships or interactions, (e) Length of service.

### Employee Performance

In maximizing performance quality, performance management is needed to ensure and maximize the productivity of employees, teams, and organizations in place. According to Fahmi (2011: 2), performance is the result obtained by an organization, both profit-oriented and non-profit-oriented organizations, produced during one period. Work performance assessment assesses the risk of real work results with quality and quantity standards produced by each employee (Hasibuan, 2011: 87). A structured strategy is needed to analyze the risk of individual work results. It is reinforced by Mangkunegara (2012: 10), who reveals that work appraisal is a systematic assessment to determine the results of employee work and organizational performance. Another definition is put forward by Sutrisno (2013: 153); according to him, work performance assessment or performance is a formal process for periodically reviewing and evaluating a person's work performance. According to Sunyoto (2012: 10), the objectives of work appraisal are as follows: (a) Increase understanding among employees about performance requirements, (b) Record and recognize the work of an employee so that the employee is motivated to do better, (c) Provide opportunities for employees to discuss their wishes and aspirations in increasing career concerns, (d) Redefine future goals, so that employees are motivated to achieve according to their potential.

According to Robbins (2008: 20), employee performance indicators can be seen from several things: (a) Quality, (b) Quantity, (c) Timeliness, (d) Effectiveness, and (e) Responsibility.

### Conceptual Framework

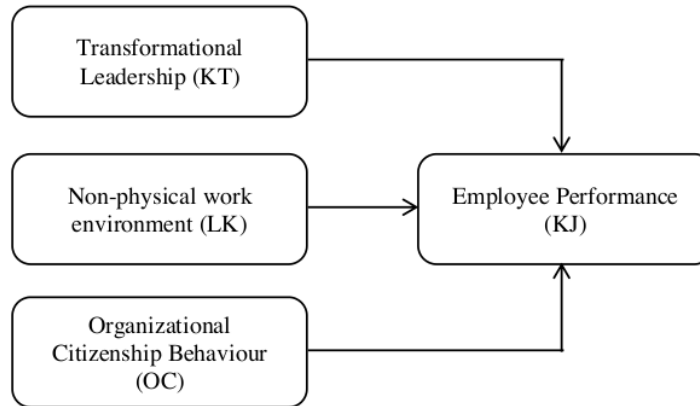


Figure 1. Conceptual Framework

### Hypothesis Development

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#### The Effect of Transformational Leadership on Employee Performance

Transformational leadership can affect employee performance, where performance improvement is determined by whether the implementation of transformational leadership is good. For example, a leader's willingness to actively interact to help employees under him in solving problems can also better understand the needs of employees so that the opportunity for employees to advance and develop in their careers and lives becomes greater. It was revealed in the research of Surbakti & Suharnomo (2013). Based on this description, the researcher proposes the following hypothesis:

*H1: Transformational leadership is suspected of having a significant effect on employee performance of PT BFI Finance Surabaya Mobil Branch.*

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#### The Effect of Non-Physical Work Environment on Employee Performance

Damanik's research (2015) concluded that the non-physical work environment strongly and significantly improves employee performance. The research is supported by Setyadi's research (2015) which states that the non-physical work environment has a positive and significant effect on employee performance. Both research results are reinforced by the statement of Mangkunegara (2010: 15), which reveals that performance consists of two factors, namely internal factors related to one's nature and external factors originating from the work environment. Based on this description, the researcher proposes the following hypothesis:

*H2: Non-physical work environment is suspected of having a significant effect on employee performance of PT BFI Finance Surabaya Mobil Branch.*

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

Research conducted by Ibrahim (2013) concluded that organizational citizenship behavior positively and significantly affects employee performance. Work attitudes such as high obedience to the company and the willingness of employees to prioritize others, then the

performance of these employees will be of higher quality. Based on this description, the researcher proposes the following hypothesis:

*H3: Organizational citizenship behavior is suspected of having a significant effect on employee performance of PT BFI Finance Surabaya Mobil Branch.*

### Research Methods

This research is included in the type of Survey research. This study's population is PT BFI Finance Surabaya Mobil Branch employees, totaling 200 employees. In this study, sampling uses a non-probability sampling method where the sampling was not random or random. The technique used was purposive sampling, where the samples in this study had to meet certain criteria as respondents. The criteria in question are as follows: (a) Has worked at the company PT BFI Finance Surabaya Mobil Branch for at least one year, (b) Education of at least high school equivalent, (c) Minimum age of 20 years. Based on the above calculations, it is known that the number of samples in this study is 90 people. Primary data type uses a questionnaire.

Data analysis uses Multiple Linear Regression analysis method program. Testing uses the SPSS (Statistical Product and Service Solutions) program tool version 21.

### Research Results and Discussion

#### Reliability Test

The results of the reliability test related to the questionnaire in this study can be seen in Table 1 as follows:

**Table 1. Reliability Test Results**

No	Research Variables	Cronbach's Alpha	N of Items	Description
1	Transformational Leadership (KT)	0,892	4	Reliable
2	Non-physical work environment (LK)	0,931	4	Reliable
3	Organizational Citizenship Behavior (OC)	0,908	5	Reliable
4	Employee Performance (KJ)	0,902	5	Reliable

Source: Primary data processed, 2022

Table 1 shows the results of the reliability test of the research variables; it can be seen that all constructs or variables have a Cronbach's alpha value > 0.6. Thus, the data in the questionnaire used in this study are representative, or the data measurement can be trusted (reliable).

#### Validity Test

The validity test results that show the data quality test in this study are presented in Table 2 as follows:

**Table 2. Validity Test Results**

Variable	Statement	r count	r table	Description
Transformational Leadership	KT_1	0,846	0.207	Valid
	KT_2	0,888	0.207	Valid
	KT_3	0,881	0.207	Valid
	KT_4	0,865	0.207	Valid
Non-Physical Work Environment	LK_1	0,910	0.207	Valid
	LK_2	0,923	0.207	Valid

<b>Organizational Citizenship Behavior</b>	LK_3	0,924	0.207	Valid
	LK_4	0,886	0.207	Valid
	OC_15	0,830	0.207	Valid
	OC_2	0,833	0.207	Valid
	OC_3	0,879	0.207	Valid
<b>Employee Performance</b>	OC_4	0,883	0.207	Valid
	OC_5	0,854	0.207	Valid
	KJ_1	0,822	0.207	Valid
	KJ_2	0,793	0.207	Valid
	KJ_3	0,838	0.207	Valid
	KJ_4	0,891	0.207	Valid
	KJ_5	0,890	0.207	Valid

Source: Primary data processed, 2022

Based on Table 2 above, it can be seen that all indicators of transformational leadership, non-physical environment, organizational citizenship behavior and employee performance have a value of  $r_{count} > r_{table}$  (0.207). So that all indicators in the variable are valid for use as a research instrument.

### Multiple Linear Analysis

Multiple linear regression analysis is used to determine the direction of the relationship between the independent variables, namely transformational leadership, non-physical work environment and organizational citizenship behavior, on the dependent variable, namely employee performance in a positive or negative direction. The results of multiple linear regression analysis calculations are presented in Table 3 as follows:

**Table 3. Multiple Linear Regression Analysis Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,053	,923		4,389	,000
1 Transformational Leadership	,099	,085	,093	1,174	,244
Non-physical work environment	,056	,106	,051	,527	,599
Organizational Citizenship Behavior	,681	,092	,756	7,395	,000

a. Dependent Variable: TKJ

Source: Primary data processed, 2022

Based on the results from Table 3, the regression equation obtained is:

$$KJ = 4,053 + 0,099KT + 0,056LK + 0,681OC + e_i$$

### Classical Assumption Test

#### Normality Test

The results of the normality test using the One-Sample Kolmogorov-Smirnov Test can be seen in Table 4 as follows:

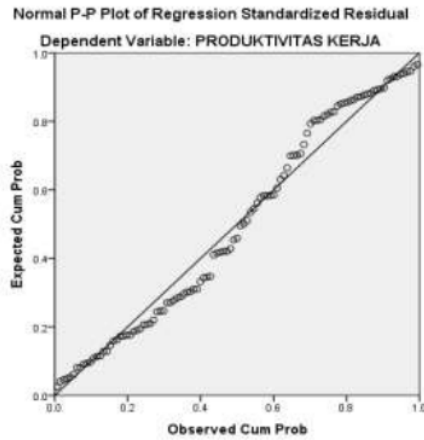


**Table 4. Normality Test Result. One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		90
Normal Parameters <sup>a,b</sup>	Mean	,0000000
	Std. Deviation	1,12803041
Most Extreme Differences	Absolute	,141
	Positive	,141
	Negative	-,102
Kolmogorov-Smirnov Z		1,339
Asymp. Sig. (2-tailed)		,055
a. Test distribution is Normal.		
b. Calculated from data.		

Source: Primary data processed, 2022

Based on Table 4, the One-Sample Kolmogorov-Smirnov Test normality test results above show that the Asymp. Sig. (2-tailed) is 0.055. It is by the provisions that have been determined, so the data is normally distributed.



**Figure 2. Normality Test Results**

Source: Primary data processed, 2022

From the test results above, the normality test has a distribution. It shows that the regression model fulfils the assumption of normality around the diagonal line and follows the direction of the diagonal line. Vice versa, if the data spreads far from the diagonal line or does not follow the direction of the line, the regression model does not fulfil the normality assumption. Thus, looking at the distribution of data from the graph above, the data on the variables of this study is normally distributed.

**Multicollinearity Test**

Based on the multicollinearity test results presented in Table 5 as follows:

**Table 5. Multicollinearity Test Results**

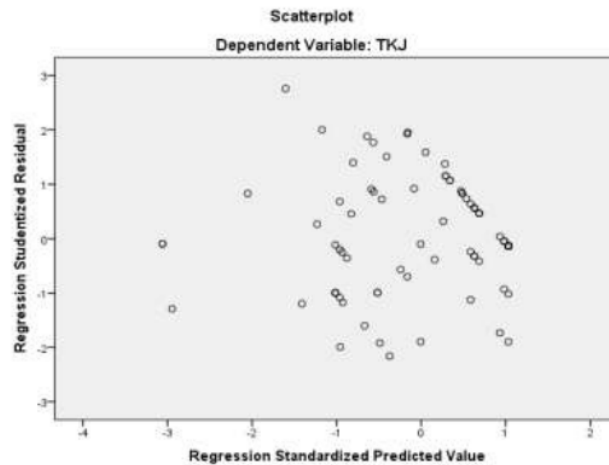
Variable	Collinearity Statistics		Description
	Tolerance	VIF	
(Constant)			
Transformational Leadership	.462	2.166	Multicollinearity Free
Non-physical work environment	.308	3.249	Multicollinearity Free
Organizational Citizenship Behavior	.276	3.629	Multicollinearity Free

Source: Primary data processed, 2022

Table 5 above shows that the tolerance value  $> 0.10$  and the VIF value  $< 10$  so that all independent variables do not have symptoms of multicollinearity.

#### **Heteroscedasticity Test**

A good research model is homoscedasticity, or, in other words, there are no symptoms of heteroscedasticity in the research model.

**Figure 3. Heteroscedasticity Test Results**

Source: Primary data processed, 2022

In Figure 3, it is known that the dots on the graph do not form a regular pattern, and the distribution of the dots spreads above and below the number 0 (zero) on the Y axis so, the regression model in this study has no symptoms of heteroscedasticity.

#### **Determinant Coefficient ( $R^2$ )**

The results of the coefficient of determination are shown in Table 7 as follows:

**Table 7. Results of the Coefficient of Determination (R<sup>2</sup>)  
Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,867 <sup>a</sup>	,753	,744	114,754
a. Predictors: (Constant), Transformational Leadership, Non-physical work environment, Organizational Citizenship Behavior				
b. Dependent Variable: Employee Performance (KJ)				
Source: Primary data processed, 2022				

Based on Table 7, the coefficient of determination test results shows the adjusted R square coefficient of determination of 0.744. It means that the percentage contribution of independent variables, namely transformational leadership, non-physical work environment and organizational citizenship behavior, in explaining the dependent variable, namely employee performance, is 74.4%. While the remaining 100% - 74.4% = 25.6% is explained by other variables outside this research model, such as motivation, compensation, physical work environment, and commitment.

Hypothesis testing is presented in Table 8 as follows:

**Table 8. T-test Results and Significant Levels  
Coefficients<sup>a</sup>**

Independent Variable	Sig	( <i>a</i> )	Description
Transformational Leadership	,244	0,05	No significant effect
Non-Physical Work Environment	,599	0,05	No significant effect
Organizational Citizenship Behavior	,000	0,05	Significant effect

Source: Primary data processed, 2022

## 2 Discussion

### The Effect of Transformational Leadership on Employee Performance

Based on hypothesis testing, hypothesis 1 is rejected, meaning that transformational leadership significantly affects employee performance of PT BFI Finance Surabaya Mobil Branch. It occurs because the corporate culture (work culture) that BFI has implemented tends towards a modern company, where each employee must have an attitude as a professional individual and a high awareness of his or her responsibilities at work. In addition, BFI has also implemented a complete work system based on standard operational procedure (SOP) in each line of work and workflow. It includes regulating work and performance standards that have been calculated. Therefore, whomever the leader does not affect the performance of the employees because there are already instructions and guidelines for what each employee should do and work on.

This study's results align with the research of Widani et al. (2018), which states that transformational leadership has no significant effect on employee performance as well as research by Putri and Soedarsono, Dewi.K (2017), which states that transformational leadership has no significant effect on employee performance. However, this study's results differ from research conducted by Ningtyas (2016), which states that transformational leadership significantly affects employee performance.

### **The Effect of Non-Physical Work Environment on Employee Performance**

Based on the hypothesis test, hypothesis 2 is rejected, meaning that the non-physical work environment has no significant effect on the performance of PT BFI Finance Surabaya Mobil Branch employees.

Based on the results of interviews with human capital (HC) as the personnel department of BFI as well as from the results of the answers to the questionnaires in the study, it can be indicated that the problem of differences of opinion between fellow employees and between employees and superiors does often occur and is a natural thing. It sometimes creates a less conducive work environment or atmosphere, but it does not affect the performance and professionalism of PT BFI Finance Surabaya Mobil Branch employees. In addition, based on the phenomenon in the company related to the research, there is no concrete problem related to the non-physical work environment that can affect the performance of PT BFI Finance Surabaya Mobil Branch employees.

The results of this study are not in line with research conducted by Dwi et al. (2016), which states that the non-physical work environment significantly affects employee performance. However, the results of this study align with research conducted by Ardiani and Nugraheni (2015) and research by Nurianggono et al. (2014), which states that the non-physical work environment has no significant effect on employee performance.

### **The Effect of Quality of Work Life on Work Productivity**

Based on hypothesis testing, hypothesis 3 is accepted, meaning that organizational citizenship behavior significantly affects employee performance of PT BFI Finance Surabaya Mobil Branch.

Researchers have obtained facts based on the phenomenon, namely, one of the cultures or cultures that have been built by the company is when one of the employee members has a birthday or is grieving due to the loss of a family member. Actively and voluntarily, other employees are accustomed to showing concern for each other, for example, by saying happy birthday, giving a surprise, or collecting donations for one of the company's grieving employees. Such things are not stated as formal work obligations that must be carried out by employees (in-role) and are not considered as rewards to employees, but spontaneously and voluntarily become one of the good habits of fellow members of the organization. That culture or habit contributes to building a good atmosphere in the company and fostering a strong impetus for employees to improve their performance.

This study's results align with Rahayu and Ghaby's (2018) research, which states that organizational citizenship behavior significantly affects employee performance. At the same time, Hikmah and Susanta's (2018) research revealed that organizational citizenship behavior significantly affects employee performance.

## **Conclusions and Recommendations**

### **Conclusion**

Based on the research analysis that has been conducted, the following conclusions can be drawn: (1) Transformational leadership has no significant effect on employee performance of PT BFI Finance Surabaya Mobil Branch. It means that if there is an increase or decrease in transformational leadership style, it will not affect the performance of PT BFI Finance Surabaya Mobil Branch employees, (2) Non-physical work environment has no significant effect on the performance of PT BFI Finance Surabaya Mobil Branch employees. It means that an increase or decrease in the non-physical work environment will not affect the performance of PT BFI Finance Surabaya Mobil Branch employees, and (3) Organizational Citizenship Behavior significantly affects the employee performance of PT BFI Finance



Surabaya Mobil Branch. It means that if there is an increase in organizational citizenship behavior, it will affect the performance of employees of PT BFI Finance Surabaya Mobil Branch.

### Recommendations

Based on the conclusions and results of the research that has been conducted, the researcher can provide several suggestions as follows: (1) For the Company, (a) Based on the transformational leadership index value on the individualized consideration indicator, it would be nice if the company, in this case, a leader, pays more attention or treats employees under him individually based on the needs, abilities and aspirations according to the capacity/competence of each employee. So that the needs of employees in self-fulfillment can be achieved, whose long-term benefits are not only focused on small successes but also great successes that are in line with organizational goals, (b) Based on the index value of the non-physical work environment, it would be better if the company continuously controls and evaluates each implementation of activities related to efforts to improve relationships between co-workers and the relationship between superiors and employees. So that it can be known whether the activities realized so far have been optimal. Even if the condition of the non-physical work environment in the company is good, it would be better if the benefits could be felt in real terms and contribute to improving employee performance, (c) Based on the organizational citizenship behavior index value on the indicator of employee involvement in the organization (civic virtue), it would be nice if the company provides a space or forum for employees to recommend improvements to the organizational system, for example, by occasionally opening discussion sessions in evaluating a newly implemented organizational system by involving employees directly. So that employees are accustomed to conveying aspirations for the company; at the same time, this can shape employee attitudes to be more active and initiative willing to take responsibility for improving the organization, (d) In the employee performance variable, the lowest index value is in the timeliness indicator, with the index value of the indicator being below the average employee performance index value. It would be nice if the company could maximize control of employee work activities. For example, applying a productivity standard from each line of work with a time range that has been measured and determined. So that it can be seen how productive employees are in completing their work demands. (2) For future researchers researching employee performance variables, it is expected to add other variables that can maximize employee performance, such as motivation, compensation, physical work environment, commitment, etc.

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