

The Effect of Leadership on Employees' CB toward the Population Views Mediated by Motivation and Integrity

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Abstract

As noted by the data, the population in the world would be kept increasing. Urgent research must be conducted, especially regarding how employees' citizenship behavior toward the population views (CB) of the National Board of Family Planning (BKKBN) would be affected by their leadership styles mediated by motivation and integrity. A causal survey was used by selecting 216 employees of BKKBN, in Jakarta. There were 4 dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individual consideration) used to measure leadership, 3 dimensions (initiative, direction, persistence) to measure motivation, and 3 dimensions also to measure integrity (honesty, consistent, trustworthiness), and 2 dimensions which each has 3 sub-dimensions (organizational and interpersonal) for measure citizenship behavior toward the population views (CB). Data analyzed path analysis. Research results showed that. And, leadership styles, motivation, and integrity affected directly and significantly on employees' CB toward the population views. Moreover, leadership styles directly and significantly affected motivation and employees' integrity as well. Besides, motivation and integrity were good mediated factors between leadership styles and employees' CB. Therefore, in trying to change and empower employees' CB, factors such as employees' motivation and integrity, and how employees would perceive their superordinate as transformational leadership style should be considered by focusing on employees' motivation and integrity in managing the National Board of Family Planning (BKKBN) quality.

Keywords— Citizenship Behaviour toward the population views, employees of BKKBN, employees' integrity, and path analysis

I. INTRODUCTION

One of the most crucial things that any country in the world faces in the digital era is population problems. Population issues have been put into one of the development sectors which need priority to be solved by each country as indicated by 17 SDGs arranged by the United Nations for Environmental Program (UNEP) such as like no poverty, quality of education, or equality are among others goals reflect population issues. Other great programs are initiated by United Nations Fund for Population Activities

(UNFPA) as well which expects that the population would decrease in terms of birth rate compared to the death rate. This will require a wider population view, especially those who work in this sector, such as like National Board of Family Planning (BKKBN) in Indonesia.

None of the countries put aside or neglect the economic sector as the main factor in the development process. Besides the economic sector, the population sector is also the most powerful sector that could be focused on any development, especially on improving the

quality of human resources. In terms of economic development, institutional quality should be enhanced related to its management quality where the role of leaders could be nothing. In short, employees' job performance could be taken into account, which is reflected by three main dimensions, namely task performance, citizenship behavior (CB), and counter-productive behavior (Colquitt, et.al. (2019).¹ It was hypothesized that employees' CB is mostly influenced by school leadership, or more specifically leadership styles, motivation, and trust (which consisted of integrity as one of the trust dimensions).

Conceptually, it consisted of two common styles continuously moving from transactional to transformational leadership styles which are theoretically composed of eight dimensions (McShane & Glinow, 2018; Colquitt, et.al., 2019, Robbins & Judge, 2019).^{2,1,3,4} Nevertheless, when integrity is high, it was found there was a relationship with CB (Dineen, et.al., 2006).⁵ Naquin & Holton (2002)⁶ found also that motivation affected improving employees' work through learning. Training quality as reflects employees' performance (CB) was influenced also by employees' motivation and self-efficacy as found by Dybowski, et.al. (2017).⁷ It was found also that styles of leadership in administrative institutions positively correlated with employees' organizational citizenship behaviors (Oguz, 2010).⁸ By using multivariate analysis, Demir (2015)⁹ identified organizational citizenship behavior (CB) of employees into several dimensions relevant to its theoretical framework which might have been influenced by leadership styles. And then, supported by Belogolovsky & Somech's findings (2010)¹⁰ which related to employees' OCB of their role and parent role as well at the corporations.

II. METHODS

The objective of this research was to find out whether the theoretical model integrated into some related factors such as leadership styles affected directly employees' performance (citizenship behavior toward the population views) or is mediated by motivation and

integrity. That was why a survey method was used involving randomly 216 employees of BKKBN. This sample was derived from BKKBN staff randomly. For collecting data, five instruments were developed to measure citizenship behavior (reliability was .87), and all six sub-dimensions were highly intercorrelated indicated by their content validity, three dimensions for motivation (.77), and integrity (.83), and leadership styles with 4 dimensions were .89, all have high reliability. Data were analyzed by path analysis.

III. RESULTS AND DISCUSSION

Structurally, it was found that leadership styles directly and significantly affected employees' CB (CB), but employees' motivation (X2) and integrity were a good-mediated factor since they directly and significantly affected employees' CB, and motivation itself was significantly affected by leadership, in this case, leadership styles. Compared to leadership styles, employees' perception toward superordinate's leadership styles was remarkable and could be a very good predictor, because of its effect directly not only on motivation and integrity but on employees' CB as well. The vital role of integrity, in this case, was the same as the role of the big-five personality of employees (Putrawan, 2018).¹¹ Since employees' integrity was a good mediated factor between leadership styles and employees' CB (see the empirical model below figure)), therefore, its contribution was to the theoretical development in measuring and managing employees' CB that those dimensions for integrity, such as honest, consistency, and trustworthiness and combined with integrity, could be meaningful to be implemented, especially in human resource or capital management in institutions.

These findings are supported by other findings as follows. Compared to this finding, it was found that autonomous motivation was a good mediated factor between Self-Efficacy (SE) and procrastination as indicated by the performance of students. On the other hand, Zimmerman (2000)¹² stated that SE is a good predictor of motivation. In terms of students' act choices, effort, persistence, and emotional reactions and

SE was also sensitive to subtle changes in employees' performance.

This research examined followers' positive psychological capital (PsyCap) positive role as a moderator variable of leader-member exchange (LMX) which might influence the association between leadership and followers' citizenship behavior (performance). It was found that leadership was positively correlated with LMX and also with followers' citizenship behavior (performance), and among followers who have low rather than high levels of PsyCap as indicated by employees' motivation and integrity (Wang, et.al., 2014).¹³ Related to integrity, Dasan, et.al. (2015)¹⁴ found that there was a significant relationship between trust which is indicated also by integrity with citizenship behavior of staff at public universities. A similar result was also found in Karapinar's thesis (2015)¹⁵ which stated that integrity was one of the important variables in affecting job performance (CB).

Considering research findings, leadership styles perceived by sub-ordinates were found to be an important role in influencing employees' motivation, integrity, and employees' CB, reflected by their citizenship behavior (CB). Employees' motivation could be much expected since its role was as good as a mediated factor in this model. Compared to motivation, teachers' integrity was a good-mediated factor between both leadership and motivation with employees' CB.

This finding was also relevant to what was stated by Handford & Leithwood (2013),¹⁶ "employees' integrity is significantly affected by leader styles, what leaders order and say." This statement not only supported this research finding but also was strengthened by Hooijberg, et. al. (2010)¹⁷ who found that integrity is essential to the value of leadership (Putrawan, 2019).¹⁸

Other findings found that autonomous motivation was a good-mediated factor between self-efficacy and procrastination as indicated in the performance of students (Katz, et. al., 2013).¹⁹ On the other hand, Zimmerman (2000)¹² stated that self-efficacy is a good predictor of

motivation in terms of students' act choices effort, resistance, and emotional reactions, and self-efficacy was also sensitive to subtle changes in students' (also employees) performance. Needless to say that these research findings have a novelty in terms of how to consider leadership styles to have a direct arrow line to CB in the model developed by Colquitt, et.al., 2019 called the "integrative organizational behavior model" which involved at least 15 interrelated latent variables.¹

Therefore, in addition to this, it could be suggested that a theoretical contribution provided by these research findings was to propose the role of employees' integrity integrated into the Colquitt, et.al. model. It was supported by the empirical finding (see below figure) that the integrity factor was the only variable, separated from trust dimensions, compared to leadership, that has not been put into the model, however, its role could not be ignored, conceptually, or even empirically. Unfortunately, these credible findings were influenced by the high error-path coefficients (see below figure) which mostly unexplained variances still affected the research results, therefore future research could be handled on this.

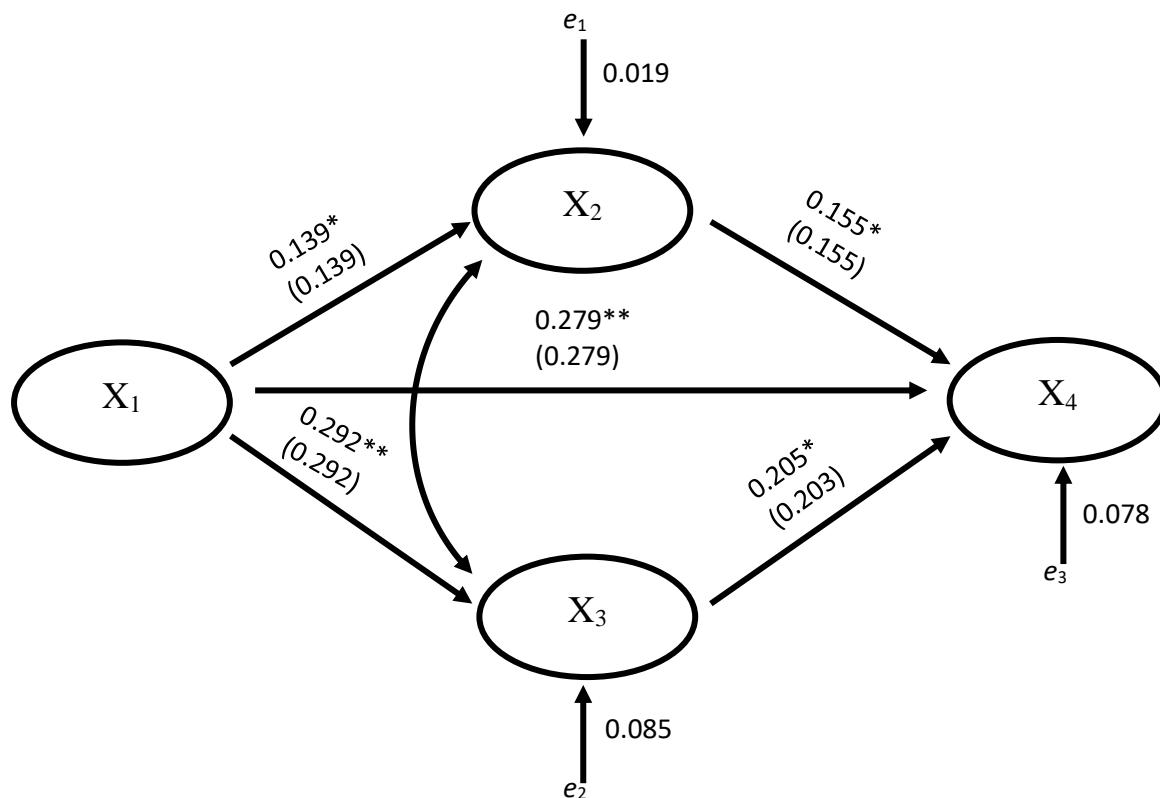


Figure: Empirical Total Path Model

**p<0.01; *p<0.05

IV. CONCLUSIONS

The interesting findings were novelty related to the role of leadership styles and employees' motivation and integrity on employees' CB toward the population views. The function of motivation and integrity was as mediated variables. Since most of the studies put motivation as a mediated or moderated factor on performance, however, based on this finding, employees' motivation and integrity held an important role in affecting directly employees' CB (CB) as well,

Therefore, in trying to improve employees' CB to be more positive, in keeping the work of the National Board of Family Planning (BKKBN) quality, the power of employees' motivation and integrity supported by leadership styles as one of the indicators in human capital management.

That is why it is suggested to develop such kind of policy related to how to improve employees' motivation and integrity which is characterized by honesty, consistency, and trustworthiness of BKKBN employees in accomplishing a better

employees' CB (CB) by considering employees' perception toward leadership styles to be more transformational. By considering those findings, it would imply that all-wise policies produced by BKKBN would have an impact on the changing of employees' behavior in managing their view to be more positive in population issues.

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Ethical Clearances: none

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