

## Employee Engagement and Productivity Mediate the Impact of Transformational Leadership and OCB on The Board of Commissioners of Bawaslu's Performance

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Received: July 16, 2023

Revised: July 24, 2023

Accepted: Aug 1, 2023

Online: Sept 5, 2023

### Abstract

The success and performance of an organization are determined by the quality of its human resources. An organization can achieve success through good performance, which begins with improving the quality of human resources. The purpose of this research is to understand the impact of each variable. The sample used in this study is nonprobability sampling with purposive sampling techniques. Therefore, the researcher can select samples based on specific criteria, namely the commissioners of the East Java Regional Election Supervisory Body (Bawaslu Jawa Timur), with 65 respondents. There are many results from this study that support the hypothesis, only Employee Engagement does not have a significant effect. This causes the variables through Employee Engagement to have no significant effect.

**Keywords** *transformational leadership, OCB, employee engagement, productivity, performance, Bawaslu*

### INTRODUCTION

Human resources are a critical component of any organization or institution. Effective and proper management is required to achieve the goals outlined in the organization's vision and mission. This also applies to the Election Supervisory Body (Badan Pengawas Pemilihan Umum or Bawaslu), which requires competent human resources. Based on previous research (Maulana, 2022), the influence of human resource capacity on election supervisors is an interesting topic for researchers to explore. The human resources of Bawaslu play a crucial role in overseeing elections to ensure a clean, honest, and fair electoral process. The quality of Bawaslu's human resources will impact the institution's ability to detect and address electoral violations, as well as to safeguard the integrity of the electoral process.

Currently, Bawaslu is busy preparing for the upcoming Simultaneous General Elections in the year of 2024, which will be the first time in the nation's history that such elections will be held simultaneously to elect members of the People's Consultative Assembly (Dewan Perwakilan Rakyat or DPR), Regional Representatives Council (Dewan Perwakilan Daerah or DPD), President and Vice President, as well as members of the Provincial and District/City Regional Representative Councils (Dewan Perwakilan Rakyat Daerah or DPRD) across the Republic of Indonesia (Prayudi, 2021). In order to achieve successful and credible elections in 2024, it is crucial for the government and relevant stakeholders to give special attention to the development and nurturing of Bawaslu's human resources. Support in terms of training, supervision, and other resources will be a significant

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investment to ensure the integrity and success of simultaneous elections in the future.

Based on preliminary observations, the researcher suspects that Transformational Leadership and Organizational Citizenship Behavior (OCB) possessed by the human resources can influence the Performance of Bawaslu Commissioners in the districts/cities of East Java through Employee Engagement and Work Productivity.

The author conducted their research at Bawaslu in the districts/cities throughout the province of East Java. This choice was made because, in terms of the overall number of human resources, East Java has the highest number of districts/cities (38) among all provinces in Indonesia. Consequently, the researcher, with full support from Bawaslu's leaders, aims to determine the impact of each variable.

## **LITERATURE REVIEW**

### **Transformational Leadership**

According to (Saad Alessa, 2021), Transformational Leadership is defined as the process of inspiring change and empowering subordinates to achieve high goals, self-improvement, and organizational process enhancement. The dimensions of Transformational Leadership, as described by (Rafferty and Griffin, 2004), include:

1. Building self-confidence: The leader instills a sense of self-assurance and belief in the capabilities of their subordinates.
2. Implementing the vision: The leader works towards translating the organizational vision into actionable plans and strategies.
3. Establishing a comfortable working environment with subordinates: The leader fosters a positive and conducive atmosphere for collaboration and teamwork.
4. Enhancing individual potential: The leader supports and encourages the development of the subordinates' skills and abilities.
5. Motivating subordinates: The leader inspires and energizes their subordinates to perform at their best.
6. Providing personal attention: The leader shows genuine concern and individualized attention to the needs and well-being of their subordinates.
7. Empowering subordinates: The leader encourages and empowers their subordinates to take ownership and initiative in their work.

### **Organizational Citizenship Behavior (OCB)**

According to (Lin, 2013), Organizational Citizenship Behavior (OCB) is defined as discretionary behavior that is not part of an employee's formal job requirements but contributes to the effective functioning of the organization. In other words, OCB involves voluntary actions taken by employees that go beyond their prescribed job duties to support the organization's success.

Another perspective on OCB is presented by (Podsakoff et al., 2000), who describe it as voluntary behavior that exceeds the demands of formal job requirements and contributes to the organization's success.

In conclusion, OCB refers to consciously and voluntarily performed behaviors that go beyond the formal job description and are not subject to sanctions if not performed. These behaviors are beneficial for the organization's effectiveness.

According to (Organ et al., 2006), the indicators of Organizational Citizenship Behavior (OCB) are as follows:

1. Altruism: Helping and assisting colleagues or coworkers without any expectation of immediate reward or return.
2. Courtesy: Being polite, considerate, and showing good manners towards others in the

workplace.

3. Sportsmanship: Demonstrating a positive attitude and handling workplace challenges or conflicts with grace and maturity.
4. Civic Virtue: Actively participating in the organization's activities and being a responsible organizational citizen.
5. Conscientiousness: Being diligent, responsible, and taking initiative to perform tasks beyond what is expected.

### **Employee Engagement**

Employee engagement was first defined by (Khan, 2010) as the effort made by organizational members to improve themselves in their roles at work. Robinson, Perryman, and Hayday (2004) as cited by (Obeidat, 2016) defined Employee Engagement as the positive behaviors of employees towards the organization and its values. According to Marciano (2010) as cited by (Khaddafi et al., n.d.), Employee Engagement is the extent to which an individual is committed, dedicated, and loyal to the organization, superiors, job, and colleagues.

(Kartono, 2017) defines employee engagement as a form of positive mindset and commitment to contribute to the company, both cognitively and physically, so that employees feel a sense of meaning in their work activities.

Based on the statements of the experts above, Employee Engagement involves positive efforts from members that contribute to their organization.

As cited by (Nurtjahjani et al., 2023), according to Schaufeli (2004), indicators of employee engagement include enthusiasm, dedication, and absorption.

### **Work Productivity**

Sasuwe, as cited in (Eka Dinisari Hafat et al., 2022), defines work productivity as a mental attitude. It is a mental attitude that continuously seeks improvement in what already exists. It is a belief that one can do a better job today than yesterday and will do even better tomorrow than today. According to (Duncan and Elwell, 1992), productivity is the ratio between output (results) and input (resources). If productivity increases, it will improve efficiency (time, materials, and energy) and the work system, production techniques, and the skills of the workforce.

Based on the understanding of experts, researchers conclude that productivity is a mental attitude of employees that reflects their ability to perform work and achieve results based on the resources used. According to (Inwaeke and Student, 2017), productivity can be measured through several factors: knowledge, skills, abilities, and attitude.

### **Performance of The Board of Commissioners**

According to (Ghalem et al., 2016), performance is the work results that can be achieved by an individual or a group of individuals within an organization, in accordance with their respective authority and responsibilities, to achieve the goals of the organization legally, without violating the law, and in line with moral and ethical standards. (Nurtjahjono et al., 2020) according to Robbins (2007) defines employee performance as the quality and quantity of work results achieved by an employee in carrying out their tasks in accordance with the responsibilities assigned to them.

On the other hand, according to (Effendy and Fadhilah, 2019), performance is the work results obtained from the individual's ability to work, both independently and as part of a group, which will have a positive impact on an organization. Based on (Furculița, 2023), dimensions of performance include:

1. Quality: The level of excellence or accuracy in the work performed.
2. Quantity: The amount of work output or the number of tasks completed.
3. Timeliness: The ability to complete tasks within the specified time frame.
4. Commitment: The level of dedication and loyalty in carrying out the assigned responsibilities.

## METHODOLOGY

### Research Method

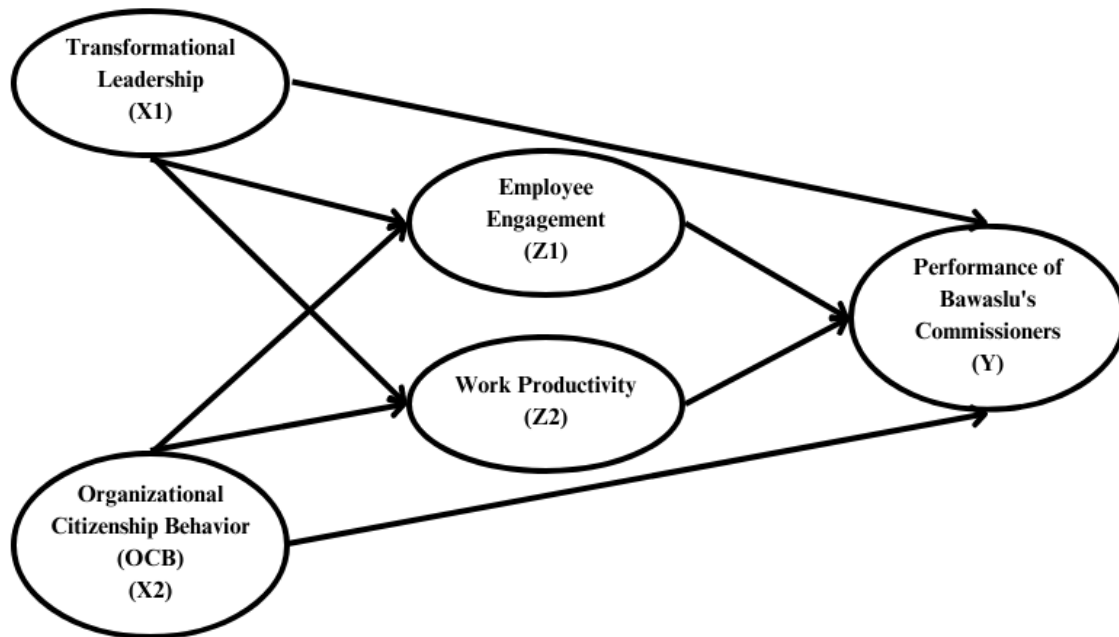


Figure 1. Research framework of the study

This research was conducted at the Election Supervisory Body (Badan Pengawas Pemilu) of East Java Province, located at 21 Puncak Permai Utara II Street, Postal Code 60188, Surabaya City, East Java Province, Indonesia, during the months of June and July in the year 2023. The subjects studied were the Commissioners of the Election Supervisory Body in the districts/cities of East Java.

The total population for this research consists of 176 (one hundred seventy-six) Commissioners from the Election Supervisory Body in the districts/cities of East Java. The sample is a part of the total number and characteristics of that population. For this study, a sample of 65 (sixty-five) respondents was obtained, as calculated using the Slovin formula.

The sampling technique used in this research is nonprobability sampling, specifically the purposive sampling technique. This means that the researcher selected the sample based on specific criteria, in this case, the Commissioners of the Election Supervisory Body in the districts/cities of East Java.

The data source used in this research is primary data. The measurement scale used is the Likert scale with a range of 1 to 4. The data collection technique employed in this study is the questionnaire (survey).

## FINDING AND DISCUSSION

Table 1.

## Coefficients Dependent Variable Performance of The Board of Commissioners

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	1.470	1.366		1.076	.286
	Transformational Leadership	.310	.113	.285	2.749	.008
	OCB	.155	.067	.216	2.323	.024
	Employee Engagement	.044	.071	.059	.620	.538
	Work Productivity	.529	.161	.418	3.286	.002

a. Dependent Variable: Performance of The Board of Commissioners

Based on the table above, it can be observed that there are three significant independent variables at a significant level of 5% or  $\alpha=0.05$ , as seen in the column of significance level.

1. There is a significant influence of the transformational leadership variable on the performance of the Election Supervisory Body (Bawaslu) Commissioners, with an effect size of 0.285 or 28.5%. This means that transformational leadership significantly affects the performance of the Bawaslu Commissioners by 28.5%. This can be seen from the significance value, which is 0.008, which is less than 0.05.
2. There is a significant influence of the Organizational Citizenship Behavior (OCB) variable on the performance of the Bawaslu Commissioners, with an effect size of 0.216 or 21.6%. This means that OCB significantly affects the performance of the Bawaslu Commissioners by 21.6%. This can be seen from the significance value, which is 0.024, which is less than 0.05.
3. There is no significant influence of the Employee Engagement variable on the performance of the Bawaslu Commissioners, as indicated by the significance value of the parameter, which is 0.538, which is greater than 0.05.
4. There is a significant influence of the Work Productivity variable on the performance of the Bawaslu Commissioners, with an effect size of 0.418 or 41.8%. This means that work productivity significantly affects the performance of the Bawaslu Commissioners by 41.8%. This can be seen from the significance value, which is 0.002, which is less than 0.05.

Table 2.  
Coefficients Dependent Variable Employee Engagement

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
			Beta		

1	(Constant)	7.776	2.289		3.396	.001
	Transformational Leadership	.409	.166	.283	2.468	.016
	OCB	.322	.109	.339	2.956	.004

a. Dependent Variable: Employee Engagement

Based on the figure above, the significance levels are as follows:

1. There is a significant influence of the Transformational Leadership variable on the Employee Engagement variable, with an effect size of 0.283 or 28.3%. This means that Transformational Leadership significantly affects Employee Engagement by 28.3%. This can be seen from the significance value, which is 0.016, which is less than 0.05.
2. There is a significant influence of the Organizational Citizenship Behavior (OCB) variable on the Employee Engagement variable, with an effect size of 0.339 or 33.9%. This means that OCB significantly affects Employee Engagement by 33.9%. This can be seen from the significance value, which is 0.004, which is less than 0.05.
3. The significance levels indicate whether the relationships between the variables are statistically significant or not. In this case, both the transformational leadership and OCB variables have a significant influence on employee engagement, as the significance values are less than the conventional significance level of 0.05. This suggests that the relationships observed in the data are unlikely to have occurred by chance and are considered to be meaningful.

Table 3.

Coefficients Dependent Variable Work Productivity

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.743	1.016		3.684	.000
	Transformational Leadership	.481	.074	.558	6.537	.000
	OCB	.218	.048	.386	4.522	.000

a. Dependent Variable: Work Productivity

Based on the figure above, the significance levels are as follows:

1. There is a significant influence of the Transformational Leadership variable on the Work Productivity variable, with an effect size of 0.558 or 55.8%. This means that Transformational Leadership significantly affects Work Productivity by 55.8%. This can be seen from the significance value, which is 0.000, indicating that it is less than the conventional significance level of 0.05.
2. There is a significant influence of the Organizational Citizenship Behavior (OCB) variable on the Work Productivity variable, with an effect size of 0.386 or 38.6%. This means that OCB significantly affects Work Productivity by 38.6%. This can be seen from the significance value, which is 0.000, indicating that it is less than the conventional significance level of 0.05.
3. The significance levels suggest that both transformational leadership and OCB have a statistically significant impact on work productivity. The values being less than 0.05 indicate that the observed relationships between these variables are unlikely to have occurred by chance and are considered to be meaningful in the context of the study.

Table 4.

Path Analysis

<b>Variable</b>	<b>Direct Influence</b>	<b>Indirect Influence Stage 1</b>	<b>Indirect Influence Stage 2</b>	<b>Total Influence</b>
Transformational Leadership (X1) and its impact on the Performance of the Election Supervisory Body (Bawaslu) Commissioners (Y).	0.285 (sig)	0.283x0.059= 0.017 (through Z1) (not sig)	0.558x0.418= 0.233 (through Z2) (sig)	0.535
Organizational Citizenship Behavior (OCB) (X2) and its impact on the Performance of the Commissioners (Y).	0.216 (sig)	0.339x0.059= 0.020 (through Z1) (not sig)	0.386x0.418= 0.161 (through Z2) (sig)	0.397
Employee Engagement (Z1) and its impact on the Performance of the Commissioners (Y).	0.059 (not sig)	-	-	0.059
Work Productivity (Z2) and its impact on the Performance of the Commissioners (Y).	0.418 (sig)	-	-	0.418
Transformational Leadership (X1) and its impact on Employee Engagement (Z1).	0.283 (sig)	-	-	0.283
Organizational Citizenship Behavior (OCB) (X2) and its impact on Employee Engagement (Z1).	0.339 (sig)	-	-	0.339
Transformational Leadership (X1) and its impact on Work Productivity (Z2).	0.558 (sig)	-	-	0.558
Organizational Citizenship Behavior (OCB) (X2) and its	0.386 (sig)	-	-	0.386

Variable	Direct Influence	Indirect Influence Stage 1	Indirect Influence Stage 2	Total Influence
impact on Work Productivity (Z2).				

Based on the table above, it can be observed that there are significant indirect effects between:

1. Transformational Leadership (X1) and its impact on the Performance of the Election Supervisory Body (Bawaslu) Commissioners (Y) through Employee Engagement (Z1) with a non-significant value of 0.017, and through Work Productivity (Z2) with a value of 0.233, resulting in a total effect of X1 on Y of 0.535.
2. Organizational Citizenship Behavior (OCB) (X2) and its impact on the Performance of the Bawaslu Commissioners (Y) through Employee Engagement (Z1) with a non-significant value of 0.020, and through Work Productivity (Z2) with a value of 0.161, resulting in a total effect of X2 on Y of 0.397.
3. Transformational Leadership has the highest total influence on Work Productivity directly, with a value of 55.8%, while Employee Engagement has the lowest and non-significant total influence on the Performance of the Commissioners, with a value of 5.9%.
4. These results suggest that both Transformational Leadership and Organizational Citizenship Behavior indirectly influence the Performance of the Commissioners through Employee Engagement and Work Productivity. Transformational Leadership has the most significant direct influence on Work Productivity, while Employee Engagement has the least significant direct influence on the Performance of the Commissioners.

## CONCLUSIONS

The conclusions of this research are as follows:

1. Transformational Leadership has a significant influence on the Performance of the Election Supervisory Body (Bawaslu) Commissioners in the districts/cities of East Java.
2. Organizational Citizenship Behavior (OCB) has a significant influence on the Performance of the Bawaslu Commissioners in the districts/cities of East Java.
3. Transformational Leadership has a significant influence on Employee Engagement. Organizational Citizenship Behavior (OCB) has a significant influence on Employee Engagement of the Bawaslu Commissioners in the districts/cities of East Java.
4. Transformational Leadership has a significant influence on the Work Productivity of the Bawaslu Commissioners in the districts/cities of East Java.
5. Organizational Citizenship Behavior (OCB) has a significant influence on the Work Productivity of the Bawaslu Commissioners in the districts/cities of East Java.
6. Employee Engagement does not have a significant influence on the Performance of the Bawaslu Commissioners in the districts/cities of East Java.
7. Work Productivity has a significant influence on the Performance of the Bawaslu Commissioners in the districts/cities of East Java.
8. Transformational Leadership does not have a significant indirect influence on the Performance of the Bawaslu Commissioners through Employee Engagement in the districts/cities of East Java.
9. Organizational Citizenship Behavior (OCB) does not have a significant indirect influence on the Performance of the Bawaslu Commissioners through Employee Engagement in the districts/cities of East Java.
10. Transformational Leadership has an indirect influence on Performance through Work Productivity of the Bawaslu Commissioners in the districts/cities of East Java.



11. Organizational Citizenship Behavior (OCB) has an indirect influence on Performance through Work Productivity of the Bawaslu Commissioners in the districts/cities of East Java.

### LIMITATION AND FURTHER RESEARCH

Suggestions from this research are expected to provide input for the development of the Bawaslu institution, especially in the Human Resources and Organization Division's work programs. The research findings can serve as a foundation for enhancing the quality of human resources within Bawaslu and, ultimately, contribute to the success and integrity of the electoral process in Indonesia. Furthermore, it can be considered by the Selection Team of Bawaslu in the districts/cities in the future if there are replacements or selections for Bawaslu Commissioners.

The limitations of this research include the possibility that not all respondents could interpret the statements in the questionnaire from the researcher in the same way, which could lead to certain biases in the study.

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