




# Investigating the Impact of Transformational Leadership on Employee Performance: The Mediating Role of Organizational Citizenship Behavior (OCB) with Social Media Utilization Intensity as a Moderator - A Case Study on MSMEs in West Sumatera

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**Abstract.** This research aims to explore the impact of transformational leadership on the performance of employees in micro, small, and medium enterprises (MSMEs) in Padang City. Specifically, the study seeks to examine the effect of transformational leadership on Organizational Citizenship Behavior (OCB) and its mediation on employee performance. In addition, the study will investigate the role of social media intensity in strengthening or weakening the relationship between transformational leadership and OCB. The study will use a causal research design and will involve 100 employees from various MSMEs in Padang City. The sampling technique will be stratified random sampling and purposive sampling. Data will be collected through a questionnaire survey and analyzed using SmartPLS 4 software. The results of the study indicate that transformational leadership has a positive effect on employee performance and OCB, which in turn has a positive effect on employee performance. The study also found that social media intensity strengthens the relationship between transformational leadership and OCB.

**Keywords:** Employee Performance, Intensity of media utilization social, Organizational Citizenship Behavior, Transformational Leadership

## 1 INTRODUCTION

In the contemporary business landscape, characterized by intense competition, organizations face substantial challenges that necessitate the continual enhancement of their efficiency and effectiveness to secure a competitive edge. Fundamental to achieving this is the optimal utilization of employee performance, wherein leadership assumes a pivotal role. Notably, Indonesia has garnered global recognition as an emerging economy with significant economic prospects. During a global economic summit on July 20, 2020, the International Monetary Fund and the World Bank anticipated Indonesia's ascent to become one of the world's top ten economies [6].

However, Micro, Small, and Medium Enterprises (MSMEs) face the arduous task of surviving in the current political landscape, marked by the pervasive challenges of the Covid-19 pandemic. It is imperative for these enterprises to adeptly manage organizational resources and inculcate positive behavior within their operations to navigate these tumultuous times. Notably, the survival and success of MSMEs play a crucial role in shaping the national economy. To achieve this, MSMEs must harness their human resources effectively, and a key means to enhance and elevate employee performance becomes pivotal. Employee performance serves as a linchpin in ensuring organizational success, with higher levels of performance contributing significantly to business advancement. Conversely, low employee performance levels pose substantial challenges to an organization's ability to achieve its goals. Leadership emerges as an indispensable tool in the enhancement of employee performance, as it furnishes the guidance required to attain long-term objectives.

A leader's chosen leadership style can profoundly influence employee performance, as direction and supervision from leaders play a pivotal role in optimizing task execution within an organization. This study centers on the employment of transformational leadership as the chosen leadership style. Transformational leadership denotes a leadership paradigm in which leaders exert influence over their subordinates through charisma and enthusiasm. This style of leadership is characterized by its capacity to effect a paradigm shift in organizational values, motivating and inspiring individuals, groups, and the organization as a whole. The primary responsibility of a leader within an organization lies in kindling inspiration and prompting action among individuals to realize the organization's vision and objectives.

Organizational Citizenship Behavior (OCB) exhibited by employees can have a discernible impact on their performance. Employees demonstrating high OCB levels can augment their performance, as OCB features foster sociability, friendliness, and a propensity to accept work assignments with minimal protestation. Successful businesses often enlist employees capable of performing tasks beyond their standard job descriptions, thereby delivering performance that surpasses expectations. Organizational Citizenship Behavior (OCB) [8] encompasses individual behaviors that do not directly relate to the company's internal operations or the external environment.

Within Indonesia, only a limited number of MSMEs have successfully accessed international markets, primarily due to product quality and affordability constraints. Products stemming from MSMEs that merely adhere to prevailing trends tend to lack well-developed concepts and frequently operate within the same industry segments as their counterparts. Consequently, critical thinking and creativity become essential attributes for MSME actors in the creation of innovative products and services. Even when global goods and services appear analogous, discernible distinctions exist, granting consumers a spectrum of choices [14].

Furthermore, the intelligent utilization of social media stands as another influential variable affecting behavior that may be either predictive or model-based in leadership and employee performance. Social media offers a viable strategy for fostering Organizational Citizenship Behavior (OCB) among employees by facilitating collaborative work and interactivity. The emergence of sophisticated web technologies, propelling simplified interaction, sharing, and the creation of online networks, has fostered the

ubiquity of social media platforms. These platforms serve as invaluable resources for accessing information pertaining to products, services, and a diverse array of subjects. In this context, MSMEs leverage social media for reliable promotional activities, extending their reach to prospective customers. Several distinct social media platforms are available to MSMEs, serving as conduits for information acquisition and the generation of innovative ideas, among other functions.

Regrettably, one of the prevalent challenges faced by MSMEs in Indonesia [14], pertains to the substantial proportion of MSME actors who continue to grapple with technological illiteracy. This segment of entrepreneurs remains deficient in telecommunications knowledge and skills, rendering them incapable of harnessing social media channels for online business operations and customer interaction. Another issue that impinges on the growth of MSMEs in the city of Padang is a tenuous marketing strategy, as observed by Utama, M R Delnya (2022). Consequently, MSME players in Padang contend with the imperative to diversify their market outreach efforts.

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

Research conducted by Chammas and Hernandels [2] underscores the substantial impact of transformational leadership on employee performance and work satisfaction. This finding is corroborated by several other studies, which have consistently revealed a positive association between transformational leadership and performance [4] [9] [12]. Notably, previous research has identified a robust correlation between employee performance and relationship-building, particularly in the context of transformational leadership styles [1] [16].

Hypothesis 1 (H1): Transformational leadership exerts a statistically significant positive effect on the performance of MSME employees in Padang City.

### **1.2 The Influence of Transformational Leadership on Organizational Citizenship Behavior**

As revealed [13], there exists a constructive relationship that promotes the manifestation of transformational leadership behavior within organizations. This observation is consistent with the findings of Rodriguels and Felrelira (2015) [24], who established that transformational leadership exerts a positive influence on organizational citizenship behavior. Furthermore, corroborates the favorable and substantial nature of the relationship between organizational citizenship behavior and transformational leadership [26].

Hypothesis 2 (H2): Transformational leadership exerts a statistically significant positive effect on the Organizational Citizenship Behavior (OCB) of MSME employees in Padang City.

### **1.3 The influence of Organizational citizenship behavior on employee performance**

Based on extensive research [8] [14] it is evident that Organizational Citizenship Behavior (OCB) exerts a favorable and substantial impact on employee performance. These findings are consistent with the research conducted by [32] which also confirms the significant influence of OCB on employee performance. Furthermore, empirical research conducted by [11] provides compelling evidence of OCB's substantial and demonstrably effective role in enhancing organizational performance.

Hypothesis 3 (H3): Organizational Citizenship Behavior (OCB) exerts a statistically significant positive effect on the performance of employees in micro, small, and medium enterprises in Padang City.

### **1.4 The influence of transformational leadership on employee performance through Organizational Citizenship Behavior (OCB).**

Drawing upon research by Chamariyah et al. (2015), it becomes evident that transformational leadership has a substantial impact on Organizational Citizenship Behavior (OCB) [5]. The interplay between OCB, the relationship between transformational leadership, and employee performance is intricate and interconnected. OCB not only mediates the relationship between individual performance and transformational leadership but also actively contributes to enhancing individual performance [23]. The influence of transformational leadership on employee performance, as mediated by Organizational Citizenship Behavior [31]. This relationship is further substantiated by the research conducted by Sikandar Ali and colleagues in 2022, which establishes that OCB exerts a positive and statistically significant impact on the relationship between employee performance and the organization.

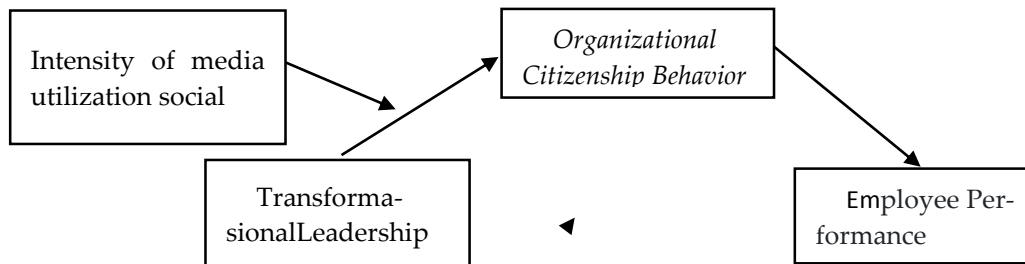
Hypothesis 4 (H4): Transformational leadership has a significant positive effect on the performance of employees in micro, small, and medium enterprises in Padang City, mediated by Organizational Citizenship Behavior (OCB).

H4: Transformational leadership has a significant effect on the performance of employees of micro, small and medium enterprises in Padang City through Organizational Citizenship Behavior (OCB).

### **1.5 The intensity of using social media moderates the effect of transformational leadership on organizational citizenship behavior**

the utilization of social media serves as a platform for knowledge exchange pertaining to the interplay between transformational leadership and employee creativity [2]. As the prevalence of social media use continues to increase, this moderating effect becomes more pronounced, as shown in Figure 1.

Hypothesis 5 (H5): The intensity of using social media strengthens the relationship between transformational leadership, which has a significant effect on Organizational Citizenship Behavior.



**Fig. 1.** Annual Scientific Production

## 2 METHOD

The population constitutes the overarching domain of subjects or objects chosen by researchers for study, from which they derive their findings [29]. In this particular study, the population encompasses all employees of small, medium-sized, and micro-businesses in Padang city. The sample is a subset of the population, characterized by its size and specific attributes [29]. This research employed two distinct sampling methods, namely stratified random sampling and purposive sampling. Stratified random sampling involves dividing the target population into distinct, homogeneous subgroups, from each of which a simple random sample is drawn. Conversely, purposive sampling entails selecting the sample while considering specific factors. Therefore, this study consisted of 100 employees working in micro, small, and medium enterprises in Padang City.

The study focuses on four variables. Variables, in this context, refer to aspects under investigation, serving as research subjects. These variables encompass the dependent variable, independent variable, mediating variable, and moderating variable. According to [29], the dependent variable, sometimes referred to as the outcome variable, criterion, or another synonym, is influenced by the independent variable. In this study, employee performance constitutes the primary variable, assessed using a Likert scale with 15 state-level items. Independent variables, also per [29], act as stimuli, predictors, and antecedents that influence the dependent variable. The only uncontrollable variable in this study is transformational leadership, evaluated through a Likert scale comprising 15 state-level items. Mediating variables, as per [29], are theoretical variables that influence the relationship between the independent and dependent variables but cannot be directly measured or observed. In this context, these variables include both the independent and dependent variables. Organizational citizenship behavior, the sole moderating variable in this study, is assessed using a Likert scale with 20 distinct items. Modeling variables, according to [29], influence the nature of the relationship (strengthening or weakening) between independent and dependent variables. The intensity of using social media, measured using a Likert scale with 15 statement items, serves as the model-building variable in this study.

### 3 RESULT AND DISCUSSION

This study also considered several characteristics of the respondents, such as their age, highest educational attainment, length of service, marital status, access to social media, timing of its use, and availability of informational resources. These respondent characteristics are summarized in Table 1.

The research aims to assess the effects of transformational leadership on employee performance through organizational citizenship behavior, with the intensity of using social media as a model-building variable.

**Table 1.** Data Characteristics of Respondent

Characteristics	Category	Amount	Persentase
<b>Gender</b>	Male	66	66%
	Female	44	44%
<b>Age</b>	17-25 years	58	5%
	26-35 years	19	19%
	36-45 years	13	13%
	>45 years	10	10%
<b>Last Education</b>	Elementary School	5	5%
	Junior High School	20	20%
	Senior High School	55	20%
	Collage	15	15%
<b>Year of Service</b>	Postgraduate	5	5%
	<1years	44	44%
	2 years	26	26%
	3 years	12	12%
	4 years	5	5%
<b>Marital Status</b>	5 years	13	13%
	Marry	37	37%
	Not Married	63	63%
<b>Frequently used sosial media</b>	Facebook	24	24%
	Instagram	25	25%
	WhatsApp	43	43%
	Youtube	8	8%
<b>Time to use social media</b>	1 hours	9	9%
	2 hours	20	20%
	3 hours	29	29%
	4 hours	42	42%
<b>Internet facilities</b>	Wifi	23	23%
	Quota	77	77%

In Padang City, SMEs, the results of data processing for each research variable are described, conducted with the aim of depicting the proportion of respondents' answers to the research variables, as shown in Table 2.

**Table 2.** Frequency Distribution Indicator Average

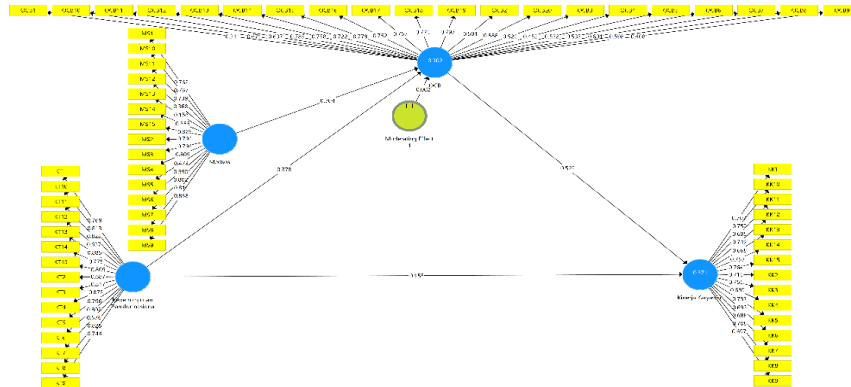
No	Indicator	Total Score	Average	TCR	Information
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1	Transformational Leadership	6.341	4,23	85%	Good
2	Employee Performance Organizational Citizenship	6.823	4,55	91%	Very Good
3	Behavior	8.716	4,36	87%	Good
	Utilization of Intensity of media utilization social	6.203	4,14	83%	Good

Based on the results of the frequency distribution analysis used to measure each variable, four indicators and fifteen states are utilized to assess the transformational leadership variables. The findings reveal an average cumulative score of 4.23 and a TCR of 85%, which are both considered to be good. This suggests that there is good transformational leadership among micro, small, and hybrid enterprises in the city of Padang. The employer performance variables are measured using three indicators and fifteen states, and the results show an overall average score of 4.55 and a TCR of 91%, which is classified as very good. This suggests that the employee performance in the city of Padang's micro, small, and medium-sized businesses is quite good.

The variable of organizational citizenship behavior is measured using four indicators and twenty state-level indicators, and the results show a good average cumulative score of 4.36 with a TCR of 87%. This suggests that organizational citizenship behavior among employees of small, medium-sized, and medium businesses in Padang City is already good. The intelligence variable of social media usage is measured by four indicators and fifteen state-level indicators, and the results show an average cumulative score of 4.14 with a TCR of 83%. This is classified as excellent. Therefore, it can be inferred that employees of small, medium-sized, and mixed-size businesses in the city of Padang have a strong understanding of how to use social media.

The validity test was carried out to determine the research instructor's capacity to accurately measure what should be measured. The SmartPLS program was used to carry out the validity checks on the research tools. Convergent validity and discriminant validity make up the entire validity spectrum. The loading factor or external loading is used to determine the convergent validity of a statement. If the outlier loading value is greater than 0.6, it is considered to have convergent validity. In addition to demonstrating when the discriminant validity has been fully realized, it is also possible to demonstrate the cross-loading value, namely by contrasting the correlation indicator of one variable with that of other variables. When compared to other variable indicator correlations, if the correlation indicator variable has a high value, then the variable is said to have discriminant validity, as shown in Figure 2.



**Fig. 2.** Outer Models

It is necessary to removed certain indicators from the model based on their validity, as they have a loading factor below 0.6 or do not have good construct validity. These indicators are KT7, MS5, MS6, MS12, MS13, MS14, MS15, OCB1, OCB2, OCB3, OCB4, OCB5, OCB6, OCB8, OCB9, OCB11, and OCB20. This step is necessary to ensure the reliability and validity of the model. To determine the reliability of the model, composite reliability and Cronbach's alpha were calculated. If the composite reliability and Cronbach's alpha results for all constructs are above 0.7, they can be considered reliable. The results of this study show that all constructs in the estimated model are reliable, as evidenced by the composite reliability and Cronbach's alpha values for all constructs being above 0.7.

The structural model was carried out to determine the relationships between variables, the significance of the independent variables, and the R-Squared of the regression model. The structural model can be evaluated using the R-Squared for the dependent construct and the significance of the structural path parameters. This can be done using the SmartPLS application, and the R-Squared results of this study indicate that the R-Squared value of the employee performance variable is 0.370, indicating that 37% of the employee performance variable can be influenced by transformational leadership variable and organizational citizenship behavior variables. Additionally, the organizational citizenship behavior variable obtained an R-Squared of 0.302, indicating that 30.2% of transformational leadership and employee performance variables can be influenced by organizational citizenship behavior variables.

**3.1 The effect of transformational leadership on employee performance**

Based on the findings of the analysis, it is evident that the transformational leadership variables, as assessed using PLS, exert a substantial and positive influence on employees' performance. This is notably illustrated by the significant T-statistic value of 3.046, which significantly surpasses the critical table value of 1.96. This observation underscores the existence of a statistically significant and positive impact of transformational leadership on the performance of employees within small, medium-sized,



and multinational enterprises. In essence, these results allow us to conclude that a high degree of transformational leadership corresponds to elevated levels of employee performance. Conversely, a deficiency in transformational leadership is associated with diminished employee performance across small, medium-sized, and multinational businesses.

### **3.2 The effect of transformational leadership on organizational citizenship behavior**

The analysis using PLS reveals that the transformational leadership variables exert a significant and positive impact on corporate citizenship behavior. This is strongly supported by the substantial t-statistic value of 3.634, which significantly surpasses the critical table value of 1.96. These results underscore the existence of a robust and favorable influence of transformational leadership on the corporate citizenship behavior of employees within small, medium-sized, and multinational enterprises. In essence, it can be inferred that high levels of transformational leadership correspond to enhanced corporate citizenship behavior among employees. Conversely, the presence of weak transformational leadership is associated with a decline in the corporate citizenship behavior of employees across these types of businesses.

### **3.3 Organizational citizenship behavior on employee performance**

The study's analysis employing PLS for organizational citizenship behavior variables demonstrates a substantial improvement in employee performance. This is strongly evidenced by the substantial t-statistic value of 6.310, which markedly exceeds the critical table value of 1.96. These findings affirm the presence of a significant and positive impact of organizational citizenship behavior on the performance of employees in small, medium-sized, and multinational businesses. In short, it can be inferred that high levels of organizational citizenship behavior are associated with enhanced employee performance. Conversely, the presence of poor organizational citizenship behavior corresponds to diminished employee performance in these various types of businesses.

### **3.4 The effect of transformational leadership on employee performance through organizational citizenship behavior**

Based on the findings of the analysis employing PLS for transformational leadership, it becomes evident that organizational citizenship behavior has a substantial and favorable impact on employee performance. This conclusion is supported by the high t-statistic value of 2.984, which markedly surpasses the critical table value of 1.96. This indicates a significant, positive influence of organizational citizenship behavior on the performance of employees in small, medium-sized, and multinational businesses. It can be drawn that the presence of strong transformational leadership skills leads to the development of robust organizational citizenship behavior among employees in mi-

cro, small, and medium-sized enterprises. Moreover, this heightened organizational citizenship behavior significantly enhances the performance of employees in these businesses.

### **3.5 The intensity of social media utilization moderates the influence of transformational leadership on organizational citizenship behavior**

Based on the results of the PLS analysis regarding different levels of social media intelligence, it is evident that social media intelligence strengthens the relationship between transformational leadership and organizational citizenship behavior. This is indicated by the positive coefficient of 0.008 for intelligence. This suggests that organizational citizenship behavior amplifies the connection between transformational leadership and employee behavior among individuals working in small, medium-sized, and multinational enterprises. Consequently, it can be inferred that when employees in small and medium-sized businesses possess a high degree of social media intelligence, it positively influences the relationship between transformational leadership and employee behavior in the workplace.

## **4 CONCLUSION**

1. There is a direct and significant positive influence between transformational leadership and the performance of employees of MSMEs in the city of Padang.
2. There is a direct and significant positive influence between transformational leadership and the Organizational Citizenship Behavior of employees of MSMEs in the city of Padang.
3. There is a direct and significant positive influence between transformational leadership and organizational citizenship behavior.
4. There is an indirect and significant positive influence between transformational leadership and employee performance through organizational citizenship behavior.
5. There is an indirect and significant positive influence between transformational leadership and Organizational Citizenship Behavior through the intensity of social media utilization in MSMEs in the City Padang

Based on the results of the research and conclusions above, to improve the performance of employees of micro, small and medium enterprises in the city of Padang, the author provides advice to leaders and employees as follows:

1. Leaders of micro, small, and medium-sized businesses in Padang should be able to create a supportive organizational environment, direct all resources to work together to achieve the organization's vision and mission, lead by example, have a firm stance, have confidence that these goals can be achieved, be accountable for decisions made, and prioritize the organization's goals.

2. Employers of micro, small, and medium-sized businesses in the city of Padang should be prepared to provide extra work outside of normal business hours if necessary, complete work outside of normal business hours to meet the deadline, take initiative to complete work without waiting for orders, and take the time to help coworkers. They should also help coworkers who are experiencing problems at work by offering solutions, and provide coworkers who are experiencing problems with solutions.

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