

Exploration of Agile Leadership Style and Training on the Performance of the Family Assistance Team's (TPK) with Organizational Citizenship Behavior (OCB) as an Intervening Variable

Diana Ruspita Malasari¹, Mohammad Thamrin², Abadi Sanosra³
^{1,2,3}Muhammadiyah University of Jember, Indonesia



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ABSTRACT

Objective: The aim of the research being developed was to test and analyze the effect of agile leadership and training on Organizational Citizenship Behavior (OCB), the effect of Organizational Citizenship Behavior (OCB) on the performance of Family Assistance Team cadres, and the effect of agile leadership and training on the performance of Family Assistance Team cadres both directly and indirectly with Organizational Citizenship Behavior (OCB) as an intervening variable. **Method:** Research design used descriptive and quantitative research methods. The research population was the entire Team 1 Cadre of the Family Assistance Team in 50 Villages/Subdistricts of Stunting Locus in Jember Regency, totaling 150 people. The sampling method used a saturated sampling technique (census). The data analysis technique used is Partial Least Square (PLS) using the WarpPLS 7.0 application. **Results:** Findings research shown that agile leadership and training has significant effect on the Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) has significant effect on the performance of Family Assistance Team cadres. Agile leadership and training has significant effect on the performance of Family Assistance Team cadres both directly and indirectly with Organizational Citizenship Behavior (OCB) as an intervening variable. **Novelty:** This research is a development of theory and similar previous research which is reference material as a reference to compare whether previous research and theory can be used as a reference in improving performance in different places.

INTRODUCTION

In order to create healthy, intelligent and productive human resources, as well as achieving sustainable development goals, the reduction of stunting is being accelerated. The acceleration of stunting reduction is carried out holistically, integratively and with quality through coordination, synergy and synchronization between ministries/agencies, provincial regional governments, district/city regional governments, village governments and stakeholders [1].

Stunting is one of the most urgent and complex health problems in Indonesia, especially among children under five [2]. Stunting not only causes physical growth disorders (stunt), but also disrupts brain development which has the potential to reduce the quality of a nation's human resources [3]. The results of the 2022 Indonesian Nutritional Status Study (SSGI), Jember Regency is the district with the highest prevalence of stunting (34.9%) in East Java Province [4]. This figure is still above the national stunting prevalence reduction target by 2024, namely 14%. The stunting prevalence rate in Jember Regency in 2023 will decrease to 29.7% [4].

Handling stunting requires a comprehensive and multisectoral approach, involving various sectors such as health, education, economy and community empowerment. This approach is important to ensure that the interventions carried out are not only curative,

but also preventive and promotive [5]. It is hoped that this integrated approach will provide more effective results in reducing the prevalence of stunting in society. Therefore, community empowerment through education and training is very important to ensure the success of stunting prevention programs [3].

Human Resources (HR) such as posyandu cadres, village midwives and PKK members, all of whom are part of the Family Assistance Team (TPK) have a central role in efforts to prevent and handle stunting. Assistance for families at risk of Stunting is carried out by Assistance Cadres. To support the process of assisting families at risk of stunting in the field, BKKBN together with partners from relevant Ministries/Institutions formed a Family Assistance Team (TPK) consisting of Village Midwives, IMP Cadres and PKK Cadres [6]. TPK is at the forefront in providing education, carrying out interventions, and monitoring the health conditions of children in their communities. This human resource development not only aims to increase knowledge and skills, but also to strengthen the capacity of TPK in conveying correct and accurate information to the public and providing quality services. In the context of stunting prevention, well-trained human resources can carry out early detection of the risk of stunting, provide appropriate interventions, and monitor children's progress on an ongoing basis [7].

One approach that is considered very effective in handling stunting is the development of human resources (HR) in the health sector and community empowerment. In an organization, what needs attention is its human resources [8]. Facing increasingly fierce competition today, every organization is required to continue to improve its performance, both individual employee performance and group or organizational performance [9]. The success of an organization is greatly influenced by how well the quality of its human resources performs. Organizational goals will be more easily achieved if employees are placed according to their competencies [10]. Performance can improve due to several factors, such as leadership style, training, and organizational citizenship behavior.

According to Luthans quoted by [11] Organizational Citizenship Behavior (OCB) or also known as organizational citizenship behavior is behavior where someone wants to do something outside of what has been described by their job and does not appreciate it. OCB is employee behavior outside the duties stated in their job description. The five dimensions of OCB are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue [12]. According to [13], specifically management support, organizational climate, work environment, adaptability and motivation play an important role in determining employee performance. Empirical literature on OCB (Organizational Citizenship Behavior), LMX (Leader-Member Exchange), individual learning, team learning and innovative behavior explores the concept of improving employee performance [14]. The results of previous research conducted by [11], [12], [15] show that OCB has an effect on performance. However, there are also several studies that show different results. Research [16], [17] reveals that OCB has no effect on performance.

The role of leadership is to direct employee work to achieve the goals desired by the organization [18]. So that management can run in accordance with organizational goals,

one of the efforts made is to have a good leader in implementing a leadership system that can play a role in improving the quality of human resources, especially how employees perform [19]. One of the innovative leadership styles is the agile leadership style where the leader always tries hard to create updates in all fields. The theoretical development in this research first refers to agile leadership factors as a theoretical basis for measuring the problems obtained. Agile comes from a term adopted from the world of IT (Information Technology) which states agile or agile. In 2007 Joiner and Joseph developed the concept of agile leadership. In 2020, the pandemic brought organizations into a new era, a transition period from traditional leadership to agile leadership. The high level of complexity coupled with its volatile and ambiguous nature places high pressures and demands on today's global business settings. Not only in the private sector, but also in public organizations to adopt agile leadership [20]. Agile leadership, which refers to expert opinions, is also strengthened by the results of previous research, both supporting and rejecting. The results of research conducted by [21]–[26] show that agile leadership has an effect on performance.

Training is any effort to improve employee performance in certain tasks for which they are responsible [27]. Human resource management is a foundation that plays a role in maintaining the success and sustainability of an organization. Human resources here also include family support team cadres. Through a holistic approach, Human Resource Management does not only focus on operational aspects such as recruitment and training, but also on developing employee potential and maintaining the relationship between the individual and the organization [28]. According to [29] there is a relationship between training and leadership and the performance of health workers. There is a positive and significant influence of Human Resources (HR), Work Behavior Motivation, and Knowledge Sharing on the performance of Posyandu cadres [10]. Training that refers to expert opinions is also strengthened by the results of previous research, both supporting and rejecting. The results of previous research conducted by [30], [31] show that training has an effect on performance. However, there are also several studies that show different results. Research [32], [33] states that training has no effect on performance.

Based on the theory of performance improvement and supported by the results of similar research, both results that support the theory (significant) and those that reject it, the researcher determined the Jember Regency family assistance team as the object chosen for research with the researcher's assumption that the object was relevant to the scientific basis being taught and the existence of Performance problems found and need to be optimized. This research is intended to test the effect of agile leadership and training on performance through organizational behavior citizenship (OCB) as an intervening variable.

RESEARCH METHOD

Research methods are basically a scientific way to obtain valid data with the aim of finding, proving and developing knowledge so that it can in turn be used to understand, solve and identify problems [34]. This research uses descriptive and quantitative research

methods. The research was conducted in Jember Regency, precisely in 50 (fifty) villages/sub-districts of the stunting locus in 2024. The research population was the entire Team 1 Cadre of the Family Assistance Team in 50 Villages/Sub-districts of the Stunting Locus in Jember Regency, totaling 150 people. The sampling method uses a saturated sampling technique (census). The data analysis technique used is Partial Least Square (PLS) using the WarpPLS 7.0 application. Partial Least Square is a multivariate statistical technique that can handle many response/dependent/dependent variables as well as explanatory variables at once [35].

Departing from the problem to be researched, this research variable includes independent variables, namely agile leadership and training. The intervening variable is Organizational Citizenship Behavior (OCB). And, the dependent variable is performance. Operational measurements of these variables can be seen in Table 1.

Table 1. Identification and measurement of research variables.

No	Variables	Indicators
1	Agile Leadership (X_1)	<ul style="list-style-type: none"> a. Flexibility b. Collaboration c. Team Empowerment d. Vision and Direction e. Innovation [20]
2	Training (X_2)	<ul style="list-style-type: none"> a. Training Needs b. Training design and content c. Implementation of Training d. Training Evaluation e. Training Impact [27]
3	Organizational Citizenship Behavior (Z)	<ul style="list-style-type: none"> a. Altruism b. Conscientiousness c. Sportsmanship d. Courtesy e. Civic Virtue [11]
4	Performance (Y)	<ul style="list-style-type: none"> a. Productivity b. Quality c. Initiative and Creativity d. Collaboration Ability e. Job Satisfaction [36]

The data analysis technique used is Partial Least Square (PLS) using the WarpPLS 7.0 application. Partial Least Square is a multivariate statistical technique that can handle many response/dependent/dependent variables as well as explanatory variables at once. This software can analyze variant-based SEM models or better known as Partial

Least Square. The SEM analysis model with WarpPLS can identify and estimate the relationship between latent variables, whether the relationship is linear or non-linear [35]

RESULTS AND DISCUSSION

Result

Respondent Descriptive Statistics

The research respondents were Team 1 Cadre of the Family Assistance Team in 50 Villages/Subdistricts of Stunting Locus in Jember Regency totaling 150 people.

Table 2. Respondent demographic descriptive statistics.

Criteria		Frequency (people)	Percentage (%)
Gender	a. Male	61	40,7
	b. Female	89	59,3
Total		150	100,0
Education Level	a. Elementary Scholl	9	6,0
	b. Junior High Scholl	17	11,3
	c. Senior High Scholl	82	54,7
	d. Bachelor Degre	42	28,0
	e. Not attending school and not graduating	0	0,0
Total		150	100,0
Age	a. < 30 tahun	47	31,3
	b. 30 - 50 tahun	68	45,3
	a. > 50 tahun	35	23,3
Total		150	100,0
Become TPK Cadre begin at	a. 2021	66	44,0
	b. 2022	48	32,0
	c. 2023	36	24,0
Total		150	100,0

Source: Data processed

Structural Equation Modeling (PLS-SEM) Analysis Results

The results of data analysis using WARPLS 7.0 software provide results as illustrated in the following Figure 1.

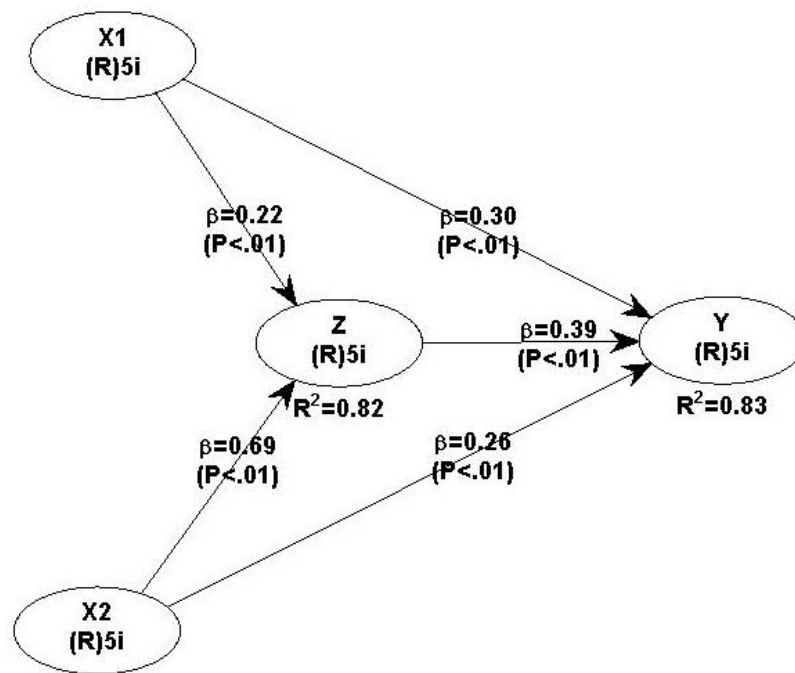


Figure 1. SEM-PLS model test result.

Direct Effect Test Results

The results of testing the direct effect of exogenous variables on endogenous variables referring to the results of the analysis are briefly presented as follows.

Table 3. Direct effect test result.

	Effect	Estimate	S.E.	P	Result
Agile Leadership	→ OCB	0,224	0,078	0,002	H1 accepted
Training	→ OCB	0,693	0,070	<0,001	H2 accepted
Agile Leadership	→ Performance	0,297	0,076	<0,001	H3 accepted
Training	→ Performance	0,257	0,077	<0,001	H4 accepted
OCB	→ Performance	0,390	0,075	<0,001	H5 accepted

Source: Data processed

The results of direct effect testing show that Agile Leadership and training have a significant effect on organizational citizenship behavior. Agile Leadership and training have a significant effect on performance. And, organizational citizenship behavior has a significant effect on performance.

Indirect Effect Test Results

An indirect relationship occurs between the exogenous latent variables Agile Leadership (X1) and training (X2) on the endogenous latent variable tied to employee performance (Y) and the endogenous intervening variable organizational citizenship behavior (Z). A summary of the indirect effect of these variables can be seen in the following table.

Table 4. Indirect effect test result.

Effect	Estimate	S.E.	P	Result
Agile Leadership → OCB → Performance	0,087	0,057	0,063	H6 rejected
Training → OCB → Performance	0,271	0,054	<0,001	H7 accepted

Source: Data processed

The results of the indirect effect test show that organizational citizenship behavior does not play a role as an intervening variable in the relationship between Agile Leadership and employee performance. Thus, the effect of Agile Leadership on employee performance is a direct effect and without a mediating role or intervening organizational citizenship behavior. Furthermore, organizational citizenship behavior acts as an intervening variable in the relationship between training and employee performance. Thus, training has a significant effect on employee performance with organizational citizenship behavior as an intervening variable.

Analysis of the Coefficient of Determination (R²)

The R-square value describes the variation in changes in exogenous variables that can be explained by endogenous variables. Test results related to the R-square value can be seen in Table 5.

Table 5. Nilai R-square.

Variables	Variables Name	R-square
Z	OCB	0,815
Y	Performance	0,835

Source: Data processed

Based on Table 5, the R-square value of the organizational citizenship behavior construct is 0.815 and the R-square value of the employee performance construct is 0.835. An R-square of 0.815 can be interpreted as meaning that 81.5% of the variability in changes in organizational citizenship behavior can be explained by the Agile Leadership and training variables. An R-square of 0.835 can be interpreted as meaning that 83.5% of the variability in changes in employee performance can be explained by the Agile Leadership, training and organizational citizenship behavior variables.

Summary of Research Hypothesis Testing Results

A summary of the results of research hypothesis testing is presented in the following Table 6.

Table 6. Summary of the hypothesis testing results.

No	Hypothesis Research	Conclusions
1	Agile Leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB)	H ₁ accepted

2	Training has a positive and significant effect on Organizational Citizenship Behavior (OCB)	H ₂ accepted
3	Agile leadership has a positive and significant effect on the performance of family assistance team cadres	H ₃ accepted
4	Training has a positive and significant effect on the performance of family assistance team cadres	H ₄ accepted
5	Organizational citizenship behavior berpengaruh secara positif dan signifikan terhadap terhadap kinerja kader tim pendamping keluarga	H ₅ accepted
6	Agile leadership has a positive and significant effect on the performance of family assistance team cadres with Organizational Citizenship Behavior (OCB) as intervening variable	H ₆ rejected
7	Training has a positive and significant effect on the performance of family assistance team cadres with Organizational Citizenship Behavior (OCB) as intervening variable	H ₇ accepted

Source: Data processed

Discussion

The Effect of Agile Leadership on Organizational Citizenship Behavior

The research results show that Agile Leadership has a positive and significant effect on organizational citizenship behavior. Agile leaders connect with the organization. Agile leaders are able to develop strategies and provide direction on how to create an agile organization. To ensure that this leadership is adopted, it is necessary for the role of human resource managers to understand more deeply the meaning of agile leadership and how to evaluate its levels. Leaders who are visionary, tactical and able to lead effectively in a business environment that changes rapidly and demands to adapt quickly, have a broad perspective, and prioritize for achieving success [20].

Agile leadership is the ability to lead in very rapidly changing and complex conditions through various actions carried out in a focused, fast and flexible manner. In a VUCA (Volatility, Uncertainty, Complexity and Ambiguity) environment requires leadership that is able to quickly adapt to environmental changes [24]. Research [37] shows the results that agile leadership has a significant positive effect on Organizational Citizenship Behavior (OCB).

The Effect of Training on Organizational Citizenship Behavior

The research results show that training has a positive and significant effect on organizational citizenship behavior. Training is a short-term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills for limited purposes. Training is really needed in an organization because this program can help improve employee abilities and skills [27].

The findings of this research are in accordance with research [38] which states that training has a significant effect on Organizational Citizenship Behavior (OCB). This other research is appropriate, namely research [39] which shows that training has a significant effect on Organizational Citizenship Behavior (OCB). Research [40] shows that training has a positive and significant effect on Organizational Citizenship Behavior (OCB).

The Effect of Agile Leadership on Performance

The research results show that Agile Leadership has a positive and significant effect on performance. To increase employee work productivity, agile leadership is needed. Because with agile leadership, followers will feel trust, admiration, loyalty and respect for their leader and they are motivated to do more than expected [41]. One leadership style that is suitable for building this is agile leadership, or in other words a leadership style that is nimble, adaptive and nimble. Agile leadership from the perspective of revolution 4.0 is a leader who is able to guide employees and empower employees so they can achieve the organization's vision and mission [23].

Agile leadership is leadership that is nimble and agile, with leadership principles in the form of communication, commitment, and collaboration. Agile leaders are considered very effective for organizations in facing the challenges of the VUCA era [20]. Implemented Agile leadership has a big effect on employee performance. Agile leadership characterized by humility makes employees feel comfortable. Moreover, most employees are still relatively young and classified as Gen Z with the characteristic of prioritizing mental health by working in companies that do not have toxic relationships. The results of this research are appropriate and in line with research findings conducted by [21]-[26] which show that agile leadership has an effect on performance.

The Effect of Training on Performance

The research results show that competence has a positive and significant effect on performance. Training prepares trainees to take certain paths of action outlined by the technology and organization where they work, and helps participants improve performance in their activities, especially regarding understanding and skills [27]. Training is very much needed in an organization because this program can help improve employee abilities and skills.

The results of research [42] show that job training is effective in improving the performance of Posyandu cadres. Job training programs aim to improve and develop the skills, expertise and abilities of an employee [43]. Job training is also a short-term educational process that uses systematic and organized procedures and produces better performance and is one of the main factors influencing the performance of posyandu cadres [42]. Research [31] proves that training has a significant positive effect on cadre performance. This is also supported by other research, namely [44]-[46].

The Effect of Organizational Citizenship Behavior on Performance

The research results show that organizational citizenship behavior has a positive and significant effect on performance. The success of an organization is if its members not only carry out their main tasks, but are also willing to carry out extra tasks, such as a willingness to work together, help each other, provide input, play an active role, provide

extra services, and want to use their work time effectively [47]. Furthermore, [48] revealed that OCB is extra behavior from a person that is beneficial to the organization. OCB is also a unique aspect of individual activities at work and is a habit or behavior that is carried out voluntarily, is not part of formal work, and is indirectly recognized by the reward system.

Organizational citizenship behavior (OCB) is an individual's contribution that exceeds role demands in the workplace, including the behavior of other people volunteering for extra tasks, complying with the rules and procedures in the workplace [49]. Therefore, OCB is known to increase the effectiveness, efficiency and performance of an organization. The results of this research support the results of previous research conducted by [11], [12], [15] which shows that OCB has an effect on performance. This is also supported by other research, namely [49]–[52].

The Effect of Agile Leadership on Employee Performance Mediated by Organizational Citizenship Behavior

The research results show that Agile Leadership has a positive but not significant effect on employee performance mediated by organizational citizenship behavior. This means that organizational citizenship behavior does not play a role as an intervening variable in the relationship between Agile Leadership and employee performance. Thus, the effect of Agile Leadership on employee performance is a direct effect and without a mediating role or intervening organizational citizenship behavior. The findings of this research are inconsistent with research [53]–[55] which all prove the role of Organizational Citizenship Behavior (OCB) in mediating the effect of agile leadership on performance.

The Effect of Training on Employee Performance Mediated by Organizational Citizenship Behavior

The research results show that competence has a positive and significant effect on employee performance mediated by organizational citizenship behavior. Performance is effected by many factors, both internal and external. The role of Organizational Citizenship Behavior (OCB) in mediating the effect of training on performance can be explained by several research results including research [40] which explains that training has a positive and significant effect on performance mediated by Organizational Citizenship Behavior (OCB). Research [38] also states that Organizational Citizenship Behavior (OCB) can mediate training on employee performance. This research concludes that the effect of training has a positive and significant effect on employee performance which is mediated by Organizational Citizenship Behavior (OCB). The clearer the training is carried out, the realization of Organizational Citizenship Behavior (OCB) will emerge in employees and will then also effect employee performance.

CONCLUSION

Fundamental Finding : Referring to the results of data analysis, it can be concluded that Agile Leadership and training have a significant effect on organizational citizenship behavior. Agile Leadership and training have a significant effect on employee

performance. Organizational citizenship behavior has a significant effect on employee performance. Regarding indirect effects, research findings state that organizational citizenship behavior does not play a role as an intervening variable in the relationship between Agile Leadership and employee performance. Lastly, organizational citizenship behavior acts as an intervening variable in the relationship between training and employee performance. Thus, training has a significant effect on performance with Organizational Citizenship Behavior (OCB) as an intervening variable. **Implication** : The limitations of this research concern the research object which is only limited to Family Assistance Team Cadres in Jember Regency, so that generalization of the results has not been achieved. Further research can be carried out with broader objects (regional or national). The next limitation relates to the need for a questionnaire that involves qualitative aspects to explain how Agile Leadership and training effect organizational citizenship behavior and employee performance. **Limitation** : The findings of this research provide practical implications, namely that the Jember Regency Government through the Women's Empowerment Service, Child Protection and Family Planning (PPPAKB) Jember Regency is required to be able to manage aspects of Agile Leadership, training and organizational citizenship behavior. These three aspects will be important capital for the Jember Regency BPBD agency to encourage optimal performance. As for the theoretical implications, this research opens up opportunities for a future research agenda to develop existing concepts related to organizational behavior, especially organizational citizenship behavior and employee performance. **Future Research** : Further research can be carried out with broader objects (regional or national). The next limitation relates to the need for a questionnaire that involves qualitative aspects to explain how Agile Leadership and training effect organizational citizenship behavior and employee performance.

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Diana Ruspita Malasari

Muhammadiyah University of Jember, Indonesia

***Mohammad Thamrin (Corresponding Author)**

Muhammadiyah University of Jember, Indonesia

Email: mohammadthamrin@unmuhjember.ac.id

Abadi Sanosra

Muhammadiyah University of Jember, Indonesia

Email: abadisanosra@unmuhjember.ac.id
