

OCB Mediation: The Influence of Transformational Leadership and Work Commitment on Employee Performance



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ABSTRACT: Civil Servants (PNS) are the main assets of the government in efforts to improve public services. Therefore, the composition and management of PNS are crucial factors in policy reforms aimed at improving government performance. With the increasing demands of the community for better public services, state civil servants need to be ready to carry out government duties and national development. This study aims to analyze the effect of transformational leadership and work commitment on organizational citizenship behavior (OCB) and employee performance, and to evaluate the effect of both on employee performance through OCB. This study uses an explanatory/confirmatory research approach. The population studied includes all employees in the Village Offices throughout Jember Regency, with a sampling technique using the saturated sample method. Hypothesis testing was carried out using Structural Equation Modeling (SEM) with the help of the SmartPLS statistical tool. The results of the study indicate that transformational leadership and work commitment have a significant effect on OCB. In addition, OCB plays a significant role in improving employee performance. Transformational leadership and work commitment also have a positive and significant effect on employee performance through OCB.

KEYWORDS: transformational leadership, work commitment, organizational citizenship behavior, employee performance

INTRODUCTION

Civil servants (PNS) are a critical element in creating a successful and responsive government. In both low- and high-income countries, governments are faced with increasingly complex policy challenges and must operate in a constantly changing technological, economic, social, and political landscape. To be able to adapt to these dynamics, modern public service organizations require a competent, dedicated, and mission-oriented civil servant workforce. PNS are the main resource relied upon by the government to improve the quality of public services (Dwiyanto, 2022). Therefore, the composition and management of PNS are key factors in policy reform to improve government performance.

Information on the performance of the apparatus and the factors that influence the performance of the apparatus is very important to know, so that the measurement of apparatus performance should be interpreted as an evaluation activity to assess or see the success and failure of the implementation of the tasks and functions assigned to it (Solong, 2020). The demands of the community for increasingly better public services certainly require readiness from the state civil apparatus as the organizer of general government and national development tasks.

Performance is defined as the result of a person's efforts achieved through employee effort, ability, and perception (task perception) (Wilkinson, 2022). Effort is the result of motivation, satisfaction, and organizational commitment that shows the amount of energy (physical and mental) used by a person in starting a task. Meanwhile, ability is an individual's characteristic in carrying out a task. An ability is usually not directly influenced in the short term. Task perception is an indication or clue that makes an individual believe that they can realize their efforts in their work. According to Sedarmayanti (2018), employee performance is defined as the result obtained from the function of work or activities carried out as behavior and results. Evaluation of employee performance can be assessed by several parties involved and by a representative evaluator. Robbins & Judge (2019) stated that usually the best work evaluation is carried out by the direct superior. This is related to the direct superior who is the person responsible for the performance of his subordinates to carry out a comprehensive evaluation.

Extra-role behavior of employees is essential for organizations/institutions in today's rapidly changing and flexible environment. It is essential for leaders to skillfully change employee behavior and attitudes for the sake of organizational development. Regarding this issue, researchers have paid attention to organizational citizenship behavior (OCB) which is a

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multidimensional concept that includes various aspects of voluntary behavior, namely beyond requirements (Hapsari et al., 2021). OCB is behavior carried out by employees outside of recognized routine work tasks and assignments. This behavior is desired organizationally because of its relationship to organizational effectiveness (Podsakoff et al., 2018). Previous empirical studies have also found a positive relationship between OCB and performance including (Rusmayanti et al., 2022); (Rino et al., 2023); and (Bustomi et al., 2020). Different research results were obtained (Hatidja et al., 2022); and (Utami & Riana, 2023).

The role of transformational leadership in creating value at all levels of the organization is what makes transformational leadership very necessary. Therefore, a qualified leader is needed who is able to optimally utilize organizational resources and direct employee activities to achieve organizational goals. The success or failure of an organization is partly determined by the quality of its leadership. Transformational leadership is the ability of a leader to influence his subordinates to increase awareness of the importance of work results, prioritize group interests, and raise the needs of his subordinates to a higher level to achieve a better quality of life (Roache, 2023). Empirical studies that provide evidence of the relationship between transformational leadership and OCB include (Purwanto et al., 2021); and (Novianti, 2021). Inconsistent results were obtained (Utami & Riana, 2023); and (Rino et al., 2023) which stated that transformational leadership did not have a significant effect on OCB. Empirical studies that provide evidence of the influence of transformational leadership on employee performance include Utami & Riana (2023); and Rino et al. (2023). Different findings were obtained by Ampauleng & Abdullah (2021) which showed an insignificant influence of transformational leadership on employee performance.

One way to encourage employee performance achievement is to build organizational commitment. Organizational commitment is employee loyalty to their organization and is a continuous process, where employees also express their concern for the existence and success of the organization (Widodo, 2018). Organizational commitment is defined as the extent to which employees identify with a particular organization and its goals, and the desire to maintain membership in the organization, where the elements of organizational commitment are: affective, normative and rational (Robbins & Judge, 2019). Employees with high organizational commitment feel bound and identify with the organization, therefore, are willing to exert great effort for the benefit of the organization. Empirical research findings that prove the influence of commitment on OCB include (Amin, 2022); (Ridwan, 2020); and (Utami & Riana, 2023). Different research results were obtained (Sapta et al., 2021) and (Dahlia & Kurniawati, 2021) which showed that the influence of commitment on OCB was not significant. Several studies related to commitment that have implications for performance include (Sapta et al., 2021); and (Utami & Riana, 2023). Different findings were obtained (Asbari et al., 2019) and (Eliyana et al., 2019).

Referring to the description that has been presented and looking at the phenomenon, this study examines the influence of transformational leadership and work commitment on improving employee performance through organizational citizenship behavior as an intervening variable.

RESEARCH METHOD

This research design is included in explanatory/confirmatory research. The population to be studied is all employees in the Village Offices throughout Jember Regency. The sample of this study is employees in the Village Offices throughout Jember Regency and the sampling technique uses saturated samples of 188 employees. The research variables consist of several components, namely exogenous variables (X) which include transformational leadership (X1) and work commitment (X2). In addition, there are intervening variables (Z), namely organizational citizenship behavior (Z), and endogenous variables (Y), namely employee performance (Y). Hypothesis testing in this study was carried out using the Structural Equation Modeling (SEM) method with the help of the Smart Partial Least Square (SmartPLS) statistical tool.

RESULTS AND DISCUSSION

Descriptive Analysis of Respondent Demographics

The description of the demographic statistics of the respondents that have been analyzed can be seen that the respondents of this study consisted of 117 men and 71 women. Based on the age of the respondents, it can be seen that respondents with an age of less than 30 years were 49 people, aged 30-50 years were 105 people, and aged over 50 years were 34 people. Based on marital status, it can be seen that respondents with married status were 154 people and unmarried were 34 people. Based on the level of education, it can be seen that respondents with junior high school education were 28 people, high school education were 33 people, D3 were 35 people, S1 were 73 people, and S2/S3 were 19 people. Based on the position, it can be seen that respondents with echelon positions were 46 people and staff were 142 people. Meanwhile, in terms of length of service, it can be seen that respondents with a length of service of less than 5 years were 49 people, a length of service between 5-10 years were 58 people, and a length of service above 10 years were 81 people. Based on these results, it can be stated that most of the respondents in this study were employees at the Village Office throughout Jember Regency with male

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type (62.2%), aged between 30-50 years (55.8%), marital status married/family (81.9%), have a bachelor's degree (38.8%), position as staff (75.5%), and have a length of service of more than 10 years (30.8%).

DATA ANALYSIS RESULTS

The results of the data analysis can be seen in Figure 1 as follows..

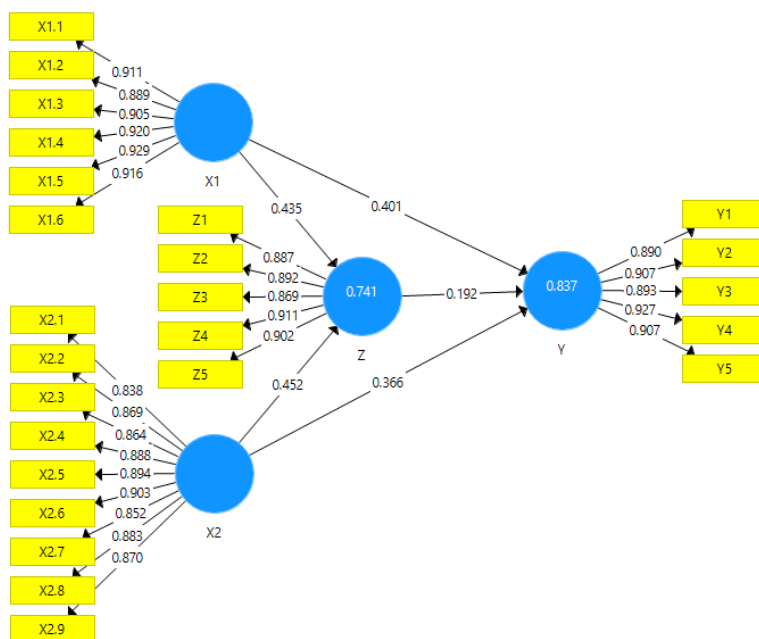


Figure 1. Full PLS Model

Direct Influence Testing

Hypothesis testing at this stage is related to the direct influence of exogenous variables on endogenous variables. The results of the direct influence test between transformational leadership variables, work commitment associated with OCB and performance are presented in Table 2.

Table 2. Summary of Hypothesis Test Results

	Path Coefficient Value	P Values	Results
X1 -> Z	0,435	0,000	H1 Accepted
X2 -> Z	0,452	0,000	H2 Accepted
X1 -> Y	0,401	0,000	H3 Accepted
X2 -> Y	0,366	0,000	H4 Accepted
Z -> Y	0,192	0,003	H5 Accepted

Indirect Influence Between Variables

Testing at this stage is conducted to test the influence of exogenous variables on endogenous variables by involving intervening or mediating variables. In summary, the results of the indirect influence test can be presented in Table 3.

Table 3. Summary of Indirect Effect Test Results

	Path Coefficient Value	P Values	Results
X1 -> Z -> Y	0,083	0,010	H6 Accepted
X2 -> Z -> Y	0,087	0,011	H7 Accepted

DISCUSSION

The Influence of Transformational Leadership on Organizational Citizenship Behavior

The results of the analysis show that the transformational leadership variable has a positive and significant influence on ****Organizational Citizenship Behavior (OCB)****. This means that the better the transformational leadership, the better the OCB behavior shown by members of the organization. Transformational leadership, which is defined as the ability to inspire members

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to set aside personal interests and influence them to work effectively (Northouse, 2018), is able to provide new energy and motivation to members to meet organizational expectations. Therefore, transformational leaders play an important role in motivating members to behave positively, including increasing OCB.

The relationship between transformational leadership and Organizational Citizenship Behavior (OCB) can be explained through two theories: social cognitive theory and reinforcement theory. According to social cognitive theory, individuals can see coworkers as role models and learn from their good and bad behavior (Setyowati & Puspitadewi, 2023). In other words, a person's behavior is influenced by the environment and interactions with others. In the context of OCB, leaders who are able to direct, guide, and supervise well will influence the positive behavior of members, including OCB. Meanwhile, reinforcement theory states that a person's behavior is the result of the consequences they receive (Robbins & Judge, 2019). If a leader often provides encouragement and positive reinforcement to members to behave according to expectations, then the intention of members to continue to demonstrate positive behavior, such as OCB, will be even greater. Thus, transformational leadership plays an important role in shaping organizational behavior that supports high productivity and performance.

The Influence of Work Commitment on Organizational Citizenship Behavior

The results of the analysis show that the work commitment variable has a positive and significant effect on organizational citizenship behavior. This can be explained that the better the work commitment, the better the organizational citizenship behavior. Luthans et al. (2020) describe organizational commitment as a phase in which individuals identify and engage with their organization without any intention of leaving it. Robbins & Judge (2019) define organizational commitment as a condition where an employee likes a particular organization and its goals and desires to maintain membership in the organization. Meanwhile, according to Sinambela (2018), organizational commitment is a psychological construct that reflects the characteristics of the relationship between members of the organization and the organization itself which has implications for the individual's decision to maintain membership in the organization.

Highly committed employees usually consider their work duties broader, which should increase the individual's motivation to demonstrate OCB. Work commitment has a positive impact on the manifestation of organizational citizenship behavior. OCB is defined as employee behavior that is not subject to a formal obligation system but has a positive impact on the functioning of the organization. An employee who feels himself a 'citizen' of his organization, like a citizen of a country, voluntarily performs actions that not only benefit his colleagues, but also the organization as a whole (Podsakoff et al., 2018).

The Influence of Transformational Leadership on Employee Performance

The results of the analysis show that the transformational leadership variable has a positive and significant effect on employee performance. This means that the better the quality of transformational leadership, the higher the employee performance. Transformational leadership can be interpreted as the ability to influence and motivate others in achieving predetermined goals (Robbins & Judge, 2019). To achieve the vision and goals of the organization, a strong leader is needed, who dares to challenge the status quo, is able to create a vision of the future, and motivates members to work towards achieving it. Success in achieving the vision and goals of the organization is one of the great achievements that can be achieved by a leader, which also reflects effective performance in leadership.

Yukl (2020) states that leadership effectiveness can be measured by the consequences of the leader's actions on members and other aspects of the organization. Effective leaders are able to have a positive impact on employee performance and, ultimately, on the achievement of overall organizational goals. The relationship between transformational leadership and performance can be explained by the theory of transformational leadership, but can also be explained by the Path Goal Theory. Path Goal Theory states that specific and difficult goals with feedback will result in higher performance (Robbins & Judge, 2019). The more specific and difficult a goal is, the higher its performance will be, because the goal itself is a force to motivate members to perform better (Northouse, 2018). Therefore, the role of a leader is to set good and difficult goals with feedback to create better performance. Transformational leadership is believed to be able to be directed at superior performance in organizations facing demands for renewal and transformation according to the results of research by (I. D. G. E. C. Wiguna, 2015), (Sumiaty, 2020), (Jamaludin & Subiyanto, 2022), (Desky, 2014), (Antoro, 2014), (Qomariah, Hermawan, et al., 2020), (Atikah & Qomariah, 2020), (Muhsin & Arifa, 2018), (Trihartati et al., 2024), (Alhudhori et al., 2019), (Sukmana & Indarto, 2018), (Riyanto et al., 2018), (Harahap, 2016; Hasibuan, 2019; Wijayanti & Meftahudin, 2016), (Arijanto et al., 2022; Fikri & Setiawati, 2021; Ishak et al., 2019; Kurniawati & Tobing, 2019; Lapatta & Temaluru, 2023; Majali et al., 2022; Noora et al., 2020; Priyono et al., 2018; Riyadi, 2020; Udin et al., 2022; Yohana et al., 2020), (Priyono et al., 2018), (Chandra et al., 2020), (Qomariah, Janah, et al., 2023), (Qomariah, et al., 2020), (Diah et al., 2024), (Qomariah, Estiningsih, et al., 2022), (Rahman et al., 2024), (A. Setiawan et al., 2022), (Qomariah, et al., 2020), (Yasin et al., 2020), (Triasmawan et al., 2023), (Alamanda et al., 2022), (Thamrin et al., 2024), (Nursaid et al., 2022), (Qomariah, Rochmadoni, et al., 2023), (Mulyadi et al., 2023), (Senjaya & Anindita, 2020), (Sanosra

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et al., 2022), (Burhanudin & Saputri, 2023), (Arifianto et al., 2024), (Anggraini et al., 2024), (Qomariah, et al., 2022), (Prasetyo et al., 2024), (Wiguna et al., 2022), (Atikah & Qomariah, 2020), (Kurniawan et al., 2021), (Alamanda et al., 2022), (Senjaya & Anindita, 2020). Meanwhile, studies stating that leadership has no effect on performance were conducted by (Qomariah, 2012), (Y. Setiawan et al., 2022), (Qomariah et al., 2021), (Arifin, 2020), (Sadariah, 2019), (Rosalina & Wati, 2020).

The Influence of Work Commitment on Employee Performance

The results of the analysis show that the work commitment variable has a positive but insignificant effect on employee performance. This can be explained that the existence of work commitment is not a direct factor that determines employee performance. One way to encourage employee performance achievement is to build organizational commitment. Organizational commitment is employee loyalty to their organization and is a continuous process, where employees also express their concern for the existence and success of the organization (Widodo, 2018). In other words, organizational commitment is behavior that reflects employee loyalty to the organization and the next stage where members of the organization express their concern for the organization, success, and further development.

Organizational commitment has a strong and positive relationship with work performance. The success of organizational management is influenced by the success of management in fostering commitment from employees or staff. Organizational commitment is one of the most popular topics in the field of management research. Organizational commitment is very important for any organization, as it is a good predictor of organizational goals, absenteeism, employee turnover, and productivity (Arinaldi et al., 2017; Đorđević et al., 2020; Irefin & Mechanic, 2022; Mahfouz et al., 2021; Mastur, 2021; Nainggolan et al., 2020; Parinding, 2017; Sembiring & Winarto, 2020; Uniati, 2014).

The Influence of Organizational Citizenship Behavior on Employee Performance

The results of the analysis show that the organizational citizenship behavior variable has a positive and significant effect on employee performance. This can be explained that the better the organizational citizenship behavior, the better the employee performance. OCB in its practical definition is discretionary, explicit, informal, extra-role behavior, outside the employment contract (Podsakoff et al., 2018). OCB is a unique individual behavior that affects individual, team and organizational performance. Social exchange theory explains where people return the benefits obtained from others. A person feels the need to repay the actions of others as a form of gratitude. Social identity theory is a socio-psychological theory that explains when and why an individual is identified as part of a group and part of a social group or organization (Setyowati & Puspitadewi, 2023). Organizational citizenship behavior (OCB) is a multidimensional concept that includes various aspects of voluntary behavior, namely outside the requirements (Hapsari et al., 2021). OCB is behavior carried out by employees outside of recognized routine work tasks and assignments. This behavior is desired organizationally because of its relationship to organizational effectiveness. The benefits of OCB at the organizational level are to increase coworker productivity, increase manager productivity, save management and organizational resources, be an effective means of coordinating teamwork effectively, improve organizational skills to recruit and retain workers with good performance quality, help organizations to maintain and adapt to change, help save scarce resources to maintain group functions, improve organizational skills to retain the best workers and improve the stabilization of organizational performance ((Podsakoff et al., 2018).

The Influence of Transformational Leadership on Employee Performance through Organizational Citizenship Behavior

The results of the analysis show that the transformational leadership variable has a positive and significant effect on employee performance. In this case, organizational citizenship behavior plays an intervening role in the influence of work commitment on employee performance. Thus, it is stated that the better the transformational leadership, the more it will encourage the creation of organizational citizenship behavior which then plays an important role in improving employee performance. Transformational leadership is able to provide new enthusiasm and strong energy for members of the organization to work according to the expectations of the organization. Therefore, the role of a transformational leader is to motivate its members to show positive behavior, such as Organizational Citizenship Behavior (OCB). The relationship between transformational leadership and OCB can be explained through **reinforcement theory (Robbins & Judge, 2019).

Reinforcement theory states that behavior is a function of consequences (Robbins & Judge, 2019). Organizational citizenship behavior (OCB) is a multidimensional concept that includes various aspects of voluntary behavior, namely beyond the requirements (Hapsari et al., 2021). OCB is behavior that employees engage in outside of recognized routine work tasks and assignments. This behavior is organizationally desirable because of its relationship to organizational effectiveness. OCB is behavior that employees engage in outside of recognized routine work tasks and assignments. This behavior is organizationally desirable because of its relationship to organizational effectiveness (Podsakoff et al., 2018)

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The Influence of Work Commitment on Employee Performance through Organizational Citizenship Behavior

The results of the analysis show that the work commitment variable has a positive and significant effect on employee performance. In this case, organizational citizenship behavior acts as an intervening factor in the influence of work commitment on employee performance. Thus, it is stated that the better the work commitment, the more it will encourage the creation of organizational citizenship behavior which then plays an important role in improving employee performance. Therefore, the role of transformational leaders is to motivate their members to behave positively, for example OCB. The relationship between transformational leadership and OCBM can be explained by reinforcement theory (Robbins & Judge, 2019). Reinforcement theory states that behavior is a function of consequences (Robbins & Judge, 2019). Organizational citizenship behavior (OCB) is a multidimensional concept that includes various aspects of voluntary behavior, namely beyond the requirements (Hapsari et al., 2021). This behavior is organizationally desirable because of its relationship to organizational effectiveness. OCB is behavior that employees engage in outside of recognized routine work tasks and assignments. This behavior is organizationally desirable because of its relationship to organizational effectiveness (Podsakoff et al., 2018).

CONCLUSION

The conclusion of this study shows that transformational leadership and work commitment significantly affect employee organizational citizenship behavior (OCB). In addition, transformational leadership also has a significant impact on employee performance. The combination of transformational leadership, work commitment, and OCB has a significant influence on employee performance. The study also found that transformational leadership and work commitment positively and significantly affect employee performance through OCB.

This study is limited to village employees in Jember Regency, so the results cannot be generalized. Future research is suggested to cover a wider area, both regionally and nationally. In addition, it is suggested to use a questionnaire involving qualitative aspects to explore how transformational leadership and work commitment affect OCB and employee performance.

The practical implication of this finding is the importance of village institutions in Jember Regency in managing transformational leadership and work commitment to improve employee performance, such as improving competence and adjusting leadership styles and encouraging high work commitment and OCB from state civil servants (ASN). From a theoretical perspective, this study opens up opportunities for further research in developing the concept of organizational behavior, especially related to OCB and employee performance.

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