

## Analysis of Transformational Leadership on Employee Performance with Organizational Citizenship Behavior (OCB) as an Intervening Variable



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**ABSTRACT:** Employee performance is an important factor in the success of a company. Transformational leadership is a leadership style that is effective in improving employee performance. Organizational Citizenship Behavior (OCB), which includes voluntary behavior that contributes to organizational effectiveness, is also considered important in the context of organizational functioning. This research was conducted to analyze the influence of transformational leadership on OCB, analyze the influence of transformational leadership on employee performance, analyze the influence of OCB on employee performance, and analyze the influence of transformational leadership on employee performance through OCB. This type of research is quantitative with a survey method. The sample in this research involved 100 employees as respondents. Data analysis technique uses smartPLS. The results of the analysis show that transformational leadership influences OCB, which means that the transformational leadership style encourages employees to behave voluntarily and exceed formal tasks. Transformational leadership influences employee performance, emphasizing the importance of the role of leaders who can inspire and motivate their subordinates to achieve better results. OCB influences employee performance, indicating that employee voluntary behavior makes a positive contribution to achieving organizational goals. OCB mediates the influence of transformational leadership on employee performance. Suggestions that can be given in this research are that in order to increase OCB, employees should provide each other with information about work with members of other teams, so that employee performance will increase.

**KEYWORDS:** transformational leadership, OCB, employee performance

### I. INTRODUCTION

Human resources are vital wealth and play a crucial role in all organizational activities. If there are no human resources, organizational activities cannot be carried out. An organization needs human labor. Therefore, labor is a factor that has an important role in an organization and the decision-making process (Sutrisno, 2013). One way to achieve organizational goals is by improving HR performance. Achievement describes a person's overall achievement in carrying out tasks during a certain period, for example targets, work standards, or criteria that have been determined and mutually agreed upon (Rivai, 2014). Employee performance appraisals are not only used for promotions or determining salaries in the company. However, how can organizations motivate employees and design a plan to prevent a decline in performance.

Organizational Citizenship Behavior (OCB) involvement is considered crucial and has a big impact on performance. OCB is not only carrying out basic tasks but also carrying out additional tasks, for example helping, collaborating, actively participating, providing advice, providing extra services, and utilizing work time effectively, which are characteristics of individuals in the unique world of work. OCB is an individual action that is not tied to an incentive system and can improve organizational performance (Organ, 1988). In research conducted by Lestari & Ghaby (2018), Kristian & Ferijani (2020), and Sugianingrat et al. (2019), explains that OCB has a positive impact on worker performance.

One of the things that influences OCB behavior is transformational leadership (Gunawan, 2016). Transformational leadership is needed in management because it has great importance. With a transformational leadership style, management will run smoothly and employees can be motivated to work better, and with effective transformational leadership it is hoped that it can increase the level of OCB which then affects employee performance. The results of research by Daulay & Rohman (2022), Purwanto

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et al. (2021), and Maduningtias (2017) show that transformational leadership has an impact on OCB. However, the research results of Juniarta et al. (2016) show that transformational leadership has no impact on OCB. Therefore, it provides researchers with the opportunity to carry out research again.

Transformational leadership is another option in leadership that can be used in companies to achieve better performance. The application of transformational leadership needs to be adapted to the specific situation, conditions and resources available in the company. Transformational leaders have positive beliefs about their followers, believe that they are capable of achieving their best potential, and encourage them to exceed performance limits to achieve higher achievements. Research by Suzanna (2017), Jufrizen (2018), and Saputra (2023) shows that transformational leadership influences employee performance. The results are different from research by Insani (2020), (Nurhuda et al., 2020) which explains that transformational leadership does not affect employee performance.

## **II. LITERATURE REVIEW AND HYPOTHESIS**

### **A. Organizational Behavior**

According to Triatna (2015), organizational behavior is research into the activities carried out by individuals in an organizational entity and how these activities influence the achievement of organizational goals. Meanwhile, according to Utaminingsih (2014), organizational behavior involves methods, theories and principles from several scientific disciplines that are used to understand collective actions and individual perceptions in group work and organizations as a whole. Wijaya (2017) explains that organizational behavior is a field of study that focuses on individual behavior within an organizational structure and its impact on the performance results of individuals, groups and the organization as a whole. According to Robbins & Judge (2019), organizational behavior involves research into individual activities within an organizational entity and how these influence the achievement of organizational goals. From these various points of view, we can conclude that organizational behavior refers to patterns of individual behavior that are expected to provide positive benefits for the individual and the organization where they work. This is a basic element in the field of behavioral science which focuses on the relationships between humans in an organizational environment.

### **B. Performance**

Mathis & Jackson (2012) explain that performance in general is what employees do or don't do. Performance management involves all efforts made to improve the performance of an organization or company, including the performance of work groups and individuals within it. Performance is the result of work obtained by an employee in carrying out tasks in accordance with his responsibilities (Mangkunegara, 2019). Robbins (2015), explains that performance is a measurement that includes effectiveness in achieving goals and efficiency which is a comparison between effective output and input needed to achieve those goals. Dharma (2005) noted that there are three standards for evaluating employee performance, namely: Quality of work, Quantity of work, and Compliance with time.

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

Robbins (2015), explains that OCB is a voluntary action that is not included in formal duties but supports organizational performance efficiently. OCB is when someone does more than they should at work and is motivated by good work results (Badruzaman, 2012). According to Organ (1988), OCB involves five main indicators: Altruism, Civic Virtue, Conscientiousness, Courtesy, and Sportsmanship. Several researchers have proposed variations of this framework, but the five indicators are often used in the business literature.

### **D. Transformational Leadership**

Bass & Avolio (2011) explain that transformational leadership is a leadership model in improving human resources by and the leader's effective relationship with employees can be measured, with indicators of trust, admiration, loyalty and respect for the leader, trying to motivate followers to do something more. for the sake of achieving performance. Furthermore, Muchlas (2005) explains that transformational leaders are those who provide intellectual stimulation and individual consideration and who have charisma. Transformational leaders have great potential to renew declining institutions and help individuals find happiness and meaning in work, but can be dangerous if their goals and values conflict with the basic principles of the institution/organization. Transformational leadership improves the performance of organizations that must adapt to change and innovation.

### **E. Hypothesis**

Transformational leadership involves leaders providing personal attention and delegation according to employee abilities, as well as encouraging intellectual stimulation such as situation analysis and advancing employee creativity. Skills in motivating other people to achieve company goals or vision are an important aspect of leadership. A good leader must be able to inspire employees to feel confident and enthusiastic, in order to achieve organizational goals together. The research results of Daulay & Rohman

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(2022), Purwanto et al. (2021), Maduningtias (2017) proves that transformational leadership influences OCB. Based on this explanation, the hypothesis developed is:

Hypothesis H1: Transformational leadership influences OCB.

Transformational leadership often involves traits such as being an agent of change, having courage and optimism, openness and trust in followers, leading with values, involving oneself in a continuous learning process, and having a vision in carrying out one's leadership duties. A transformational leader will utilize his skills and strengths to guide, guide and inspire employees or followers towards better, innovative and creative change in achieving company goals together. The research results of Suzanna (2017), Jufrizen (2018), Saputra (2023) state that transformational leadership influences employee performance. In connection with this explanation, the hypothesis developed is:

Hypothesis H2: Transformational leadership influences employee performance.

Performance is an employee's ability to carry out tasks and responsibilities effectively and efficiently according to predetermined quality, quantity and time standards. It is assumed that employees with high skills will complete work quickly or solve problems quickly, while employees with low skills will work more slowly. OCB is additional effort carried out by employees outside their official duties, carried out of their own accord without official recognition, and contributes to organizational performance and efficiency. Research results from Kristian & Ferijani (2020), Sugianingrat et al. (2019), and Lestari & Ghaby (2018), found that OCB influences employee performance. In connection with this explanation, the hypothesis developed is:

Hypothesis H3: OCB influences employee performance

OCB is when someone contributes more than necessary to their work and gets recognition for the work done. Research findings by Lestari & Ghaby (2018), Kristian & Ferijani (2020) and Sugianingrat et al. (2019), shows that employee performance is influenced by OCB. OCB includes actions such as providing assistance to others, providing volunteers to carry out additional tasks, and obeying the rules in the work environment. A close relationship exists between Transformational Leadership Style and Employee Performance. If employees feel led effectively and their work needs are met, this can improve their performance and achieve company goals. The results of this research are in line with Suzanna (2017), Jufrizen (2018), Saputra (2023) who stated that transformational leadership influences employee performance.

Hypothesis H4: Transformational leadership influences employee performance through OCB.

### F. Conceptual Framework

By referring to the literature and previous studies, Figure 1 displays the research conceptual framework.

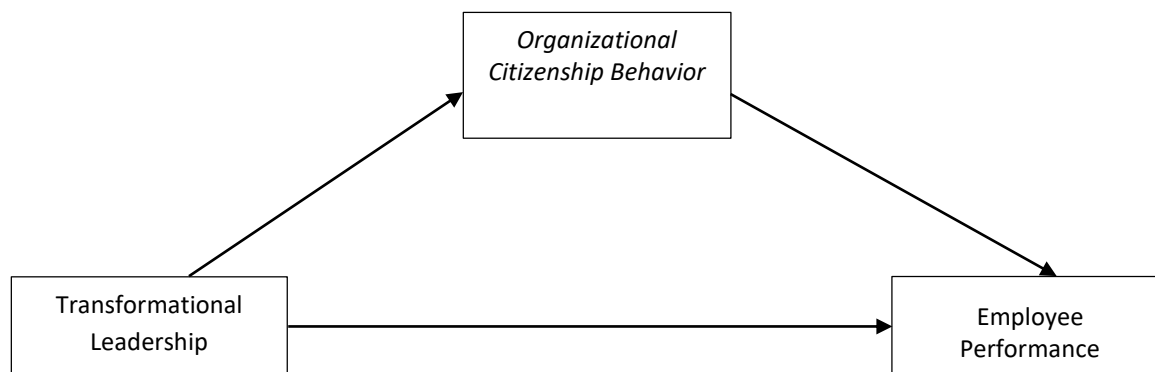


Figure 1. Conceptual Framework

### III. RESEARCH METHODS

#### A. Types of research

This type of research is quantitative with a survey method. The survey method was carried out on employees of the EPC Division of PT. Hutama Karya Persero. Distribution of the questionnaire was carried out using Google Form with a data collection period of 1 week.

#### B. Population and Sample

The population in this study were all employees of the EPC Division of PT. Hutama Karya Persero with 656 employees, the sampling technique uses the Slovin formula. Based on Slovin's calculations, the sample size was 87 people. Thus the minimum sample size is 87 employees. The number of employees who filled out the questionnaire was 100 employees.

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## C. Measurement

Employee performance has 3 indicators according to Dharma (2005), consisting of quality of work, quantity of work and timeliness. Organizational Citizenship Behavior consists of 5 indicators that refer to Organ's (1988) opinion, including Altruism, Civic Virtue, Conscientiousness, Courtesy, and Sportsmanship. Transformational leadership has 4 indicators which refer to research by Kharis et al. (2015) which consists of charisma, inspirational motives, intellectual simulation and individual attention.

### Data analysis

Data analysis was carried out after getting answers from the questionnaire distributed to respondents. Questionnaire analysis using SEM-PLS.

## IV. RESULTS AND DISCUSSION

### A. Result

Structural Equation Modeling techniques using Partial Least Squares were used to assess this study (SEM-PLS). In this research, researchers used SmartPLS version 3.0, a PLS program, and displayed the SEM-PLS output results in Figure 2.

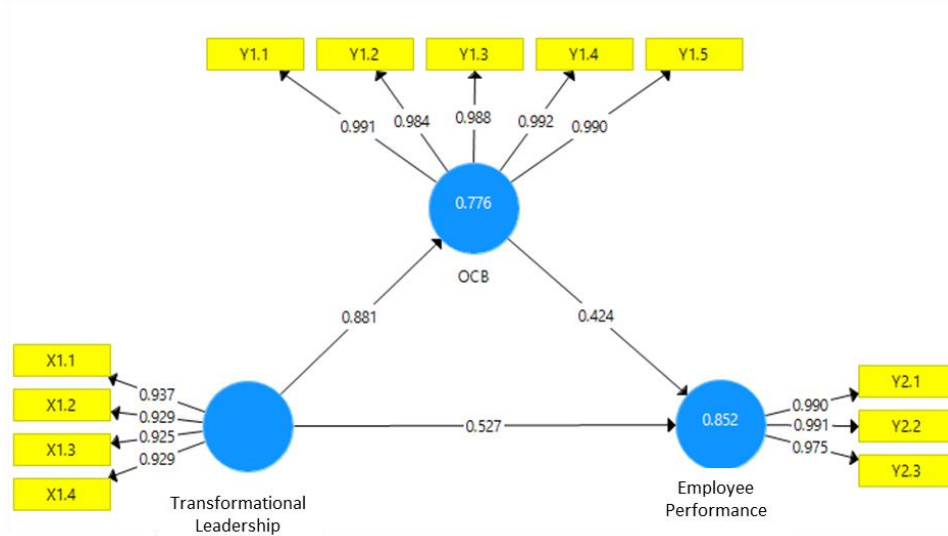


Figure 2. PLS SEM results

Source: Processed data, 2023.

This research uses cross loading and VAVE to test the validity of indicators in representing latent variables. An indicator is said to be valid if it's cross loading value is higher than other indicators for the same variable.

Table 1. Cross Loading Values

Variables and Indicators	Transformational leadership	OCB	Employee performance
<b>Transformational leadership</b>			
Charisma	<b>0.937</b>	0.845	0.860
Inspirational Motive	<b>0.929</b>	0.846	0.857
Intellectual simulation	<b>0.925</b>	0.786	0.806
Individual attention	<b>0.929</b>	0.797	0.825
<b>OCB</b>			
Altruism	0.875	<b>0.991</b>	0.872
Civic Virtue	0.870	<b>0.984</b>	0.892
Conscientiousness	0.868	<b>0.988</b>	0.892
Courtesy	0.876	<b>0.992</b>	0.868
Sportsmanship	0.868	<b>0.990</b>	0.870
<b>Employee performance</b>			
Quality of work	0.882	0.874	<b>0.990</b>

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Quantity of work	0.881	0.872	<b>0.991</b>
Punctuality	0.899	0.880	<b>0.975</b>

Source: Processed data, 2023.

If the highest cross loading in a construct is higher than the cross loading in another construct, then the validity is good or fulfilled. The cross loading results presented in Table 1 show that the explanatory factors with high validity are all indicators of transformational leadership, OCB and employee performance.

The discriminant validity of the instrument is good if the root value of the Average Extracted Variance (AVE) of each latent variable exceeds the correlation with other variables. The discriminant quality of an instrument is considered good if the root AVE value of each latent variable is higher than the correlation with other variables. Table 2 shows the results of calculating the square root of AVE.

**Table 2. Discriminant Validity Results**

Construct	AVE	VAVE	Correlation coefficient		
			Transformational leadership	Employee performance	OCB
Transformational leadership	0.865	0.930	0.930		
Performance	0.971	0.985	0.901	0.985	
OCB	0.978	0.989	0.881	0.889	0.989

Source: Processed data, 2023.

Reflective measurement models must have discriminant validity as well as convergent validity. If the square root value of the explained variance (AVE) of a concept is higher than the correlation between other constructs, then the measurement model meets the requirements for discriminant validity. For example, the AVE root value of 0.865 is obtained when the AVE value of the transformational leadership construct is 0.865. This research shows that there is important discriminant validity, with correlation coefficients between performance and OCB with other factors ranging from 0.881 to 0.901. In testing, it was found that the root value of the variable AVE was higher than the correlation with AVE, namely exceeding 0.50. The conclusion is that the measurement model of this study shows discriminant validity.

The reliability of the composite is tested through testing the reliability of its structural indicators. If the value exceeds 0.60, the composite dependency finding is said to be satisfactory. Cronbach's Alpha value exceeds 0.70. Table 3 lists the results of the reliability assessment of the composite measurement model and Cronbach's alpha.

**Table 3. Composite Reliability Results**

Construct	Composite Reliability	Cronbach's Alpha
Transformational leadership	0.962	0.948
OCB	0.996	0.994
Employee performance	0.990	0.985

Source: Processed data, 2023.

Based on the reliability test results in Table 3, it can be seen that transformational leadership, OCB, and employee performance have a reliability coefficient above 0.60 and Cronbach's Alpha above 0.70. As a result, all study measurement models have a high level of reliability.

### B. Hypothesis Testing Results

Hypothesis testing is used to examine the impact of an independent variable on a dependent variable in a specific model. By examining the t-statistic and probability test data, we can establish the conditions for hypothesis testing (p-value). If the p-value result is smaller than 0.05 or the t-statistic is greater than the t-table, then the hypothesis can be accepted. The bootstrap method can be used to obtain t-statistic values in PLS analysis.

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**Table 4. Test Results Hypothesis**

Variable	Path Coefficient	T-Statistics	P-Value	Results
Transformational leadership → OCB	0.881	19,982	0,000	H1 is accepted
Transformational leadership → employee performance	0.527	2,727	0.007	H2 is accepted
OCB → Employee performance	0.424	2,180	0.030	H3 is accepted
Transformational leadership → OCB → Employee performance	0.374	1,979	0.048	H4 is accepted

Source: Processed data, 2023.

Based on Table 4, the coefficient of transformational leadership towards OCB is 0.881 with a p-value of 0.000 showing a significance smaller than 0.05. Overall, statistical data shows that transformational leadership has a large impact on OCB, so the first hypothesis can be accepted from a statistical perspective.

The transformational leadership path coefficient has a significant impact on employee performance with a value of 0.527, and the p-value of 0.007 is less than 0.05. So, it can be concluded that transformational leadership has an impact on employee productivity, so that the second hypothesis can be accepted statistically.

The OCB path coefficient related to employee performance is 0.424, with a p-value of 0.030 which is significant less than 0.05. Therefore, it can be concluded that OCB influences employee performance, thus the third hypothesis has been proven statistically.

The path coefficient value found in testing the influence of transformational leadership on employee performance through OCB is 0.374, with a p-value of 0.048 which is smaller than 0.05. Therefore, it can be concluded that transformational leadership has an impact on employee performance through OCB, so that the fourth hypothesis can be accepted statistically.

## C. Discussion

### 1. The Influence of Leadership on OCB

Transformational leadership has an impact on OCB. This means that the leader can carry out his/her job responsibilities, the decisions made by the leader are the best for the company, the leader shows his skills in a way that is designed to attract the attention of employees; giving awards and praise to employees who perform well; giving employees the opportunity to achieve things in their own way; and create opportunities for employees to gain successful experiences that can increase OCB in terms of Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic virtue. In this way, transformational leadership is able to direct, advise, guide, motivate, and build effective communication relationships with its followers in order to achieve the goals that have been set within the planned time period. As a result, each leader's leadership style is reflected through their own words and behavior which is felt by others and themselves. Employees are faced with various job demands and limitations, which affect the implementation of the three main roles of an employee in the company, especially in terms of citizenship behavior or good behavior in the work environment. The results of this research support Daulay & Rohman (2022), Purwanto et al. (2021), Maduningtias (2017) stated that transformational leadership influences OCB. The findings of this study do not support Juniarta et al. (2016), which explains that transformational leadership does not influence OCB.

### 2. The Influence of Leadership on Employee Performance

Transformational leadership has an impact on employee performance. With a transformational leadership style, followers feel confidence, admiration, loyalty, and appreciation for the leader, which inspires employees to give more than expected. Leading means having the power to influence someone, either to do or not do something, the person being led is not directed by commanding or pushing from behind. Leadership involves the ability to align individual, organizational and societal needs in encouraging subordinates to improve competence and face work challenges and opportunities. Therefore, a leader's ability to motivate and empower employees influences performance. Leadership involves individual actions that influence, motivate, and determine decisions for followers or subordinates in every activity. Employees voluntarily perform tasks to achieve goals. A company's success in managing, guiding and empowering employees is influenced by the leadership role. A leader needs to have skills in influencing team members in order to achieve company goals efficiently and effectively. The results of this research support Suzanna (2017), Jufrizen (2018), Saputra (2023) who stated that transformational leadership influences employee performance. However, the findings of this research do not support Insani (2020), (Nurhuda et al., 2020) who explains that transformational leadership does not affect employee performance.



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## 3. The Influence of Leadership on Employee Performance

OCB has an impact on employee performance, which means that the higher the OCB, the higher the performance. Performance is the achievement obtained by employees in carrying out their work, in accordance with the standards that have been determined in that work. The OCB attitude in an organization is about trying to help colleagues, not complaining about the tasks given, carrying out tasks as instructed, and contributing and being tolerant to the progress of the organization. This means that every team member in the company will work together to create an ideal work environment to support efforts to achieve company goals and improve employee performance. This finding is in line with research by Lestari & Ghaby (2018), Kristian & Ferijani (2020), and Sugianingrat et al. (2019), who found that OCB influences employee performance.

## 4. The Influence of Leadership on Employee Performance through OCB

Research finds that OCB acts as a mediator in the relationship between transformational leadership and employee performance. This shows that employee performance can be improved by transformational leadership, provided that employees have a high level of OCB. Transformational leadership is a process that inspires change and empowers employees to achieve more ambitious targets, in order to increase their ability to be responsible for themselves and the tasks they have been given. In the opinion of Robbins (2015), performance refers to measuring effectiveness in achieving a goal and efficiency which calculates the ratio between effective output and input required to achieve that goal. Employee performance is influenced by transformational leadership, through charisma, inspirational motives, intellectual stimulation, and individual attention which makes them achieve work results according to the leader's expectations. Employees' OCB attitudes are seen when they help new colleagues and set aside time for others, which is shown directly to other individuals, while efficiency contributions depend on improving individual performance. Conscientiousness, such as efficient use of time, and high levels of attendance (Conscientiousness) play a role in increasing efficiency both individually and in groups. Demonstrate a sports-loving and positive attitude, such as not complaining and optimizing time to contribute to the organization (Sportsmanship). Demonstrate polite and obedient behavior, such as providing prior notice or warning, and conveying information accurately to prevent problems and optimize time usage. Civic Virtue involves providing the best service for the benefit of the organization.

## V. CONCLUSIONS AND SUGGESTIONS

Based on research findings, it can be concluded that: there is a positive influence between transformational leadership on OCB. This shows that transformational leaders are able to encourage employees to show positive behavior outside formal tasks, such as helping coworkers, offering assistance, and taking the initiative to solve problems. There is a positive influence between transformational leadership on employee performance. Transformational leaders are able to motivate and inspire employees to achieve their best potential, thereby improving employee performance. There is a positive influence between OCB on employee performance. Employees who demonstrate positive behavior outside of formal duties, such as helping coworkers and offering assistance, create a more conducive and productive work environment. This can improve individual and team performance as a whole. OCB mediates the influence of transformational leadership on employee performance. This means that OCB is one way how transformational leadership can improve employee performance. Transformational leaders encourage OCB, and OCB in turn improves employee performance.

The recommendation that can be given is for employees to share work information with other team members to increase OCB. In addition, suggestions for future research are to conduct further research with different factors that can influence employee performance.

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