

# THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND EMPLOYEE PERFORMANCE (A STUDY ON EMPLOYEES OF THE MINISTRY OF INDUSTRY)

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## ARTICLE INFO

## ABSTRACT

### Keywords:

Employee Performance,  
Transformational Leadership,  
Organizational Commitment,  
OCB

One of the Ministry of Industry's goals is to increase performance. The aim of this study is to determine the role of OCB in mediating the impact of transformational leadership and organizational commitment on employee performance at the Ministry of Industry in the regions of Denpasar, Surabaya, and Medan. This study is quantitative. In this study, 77 civil servants (PNS) participated. The research sample was drawn using a non-probability sampling approach with a saturation sampling technique (census), yielding 77 respondents. The data was analyzed using structural equation modeling (SEM) and the partial least squares (PLS) method. The results of the study reveal that transformational leadership has a favorable and significant impact on employee performance. Employee performance is positively influenced by organizational commitment. Employee performance is influenced by OCB in a positive but insignificant way. Transformational leadership has an insignificant but positive impact on OCB. Organizational commitment has a strong and favorable impact on OCB. OCB has not been able to mediate the effect of transformational leadership on employee performance. OCB has not been able to mediate the effect of organizational commitment on employee performance. These findings indicate the more transformational leadership is used and the more the organizational commitment, the higher the employee performance. Furthermore, the stronger the employee's OCB as a mediator, the less probable the transformational leadership connection and organizational commitment are to boost employee performance.

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## 1. INTRODUCTION

Human resources (HR) is one of the important components in an organization [1]. Every organization requires resources necessary to achieve common goals. HR plays a crucial role as the driving force for organizational sustainability in providing quality services. HR is also the key to success for an organization, especially those based on public services.

One of the HR components in government institutions such as the Ministry of Industry is Civil Servants (ASN). ASN's duty is to provide accurate, correct, and non-misleading public information to the users. ASN of the Ministry of Industry carries out its duties in accordance with Law Number 14 of 2008 concerning Public Information Transparency (KIP Law). The Ministry of Industry has developed a public information service system through the PPID (Information and Documentation Management Officer) website (<http://ppid.kemenperin.go.id>). This service system aims to realize fast, accurate, and simple services. The information service system has also been developed with content in accordance with the mandate of the Public Information Transparency Law.

The public information service at the Ministry of Industry requires high-quality ASN to meet the needs of the public. Fulfilling the quality of ASN is done through knowledge standardization adjusted to the development of current service technology. Meeting the needs for excellent service quality requires organizational attention to continuously train and improve employee performance [2].

Employee performance refers to the efforts made by an employee to meet behavioral standards in order to achieve desired results. High employee performance can directly impact organizational

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performance. The HR field in an organization is responsible for training employees in fulfilling job obligations, including attitude and personal characteristics.

Employee performance at the Ministry of Industry's Industrial Training Center (Balai Diklat Industri) is measured based on the Minister of Administrative Reform and Bureaucratic Reform Regulation Number 6 of 2022. The evaluation results of employee performance at the Industrial Training Center of the Ministry of Industry still show that there are several employees who are below average (less than 80), namely 4 employees at the Industrial Training Center in Denpasar, 6 employees at the Industrial Training Center in Medan, and 7 employees at the Industrial Training Center in Surabaya.

Preliminary study results from interviews with the HR manager of the Industrial Training Center in Denpasar, Ministry of Industry, show a decline in employee performance, as seen in discipline, responsibility, tasks assigned by superiors, and employee loyalty at the Industrial Training Center in Denpasar from 2019 to 2022. One of the performance indicators that has significantly declined compared to others is employee discipline. Figure 1.1 shows the data of employees related to discipline, responsibility, tasks assigned by superiors, and employee loyalty.

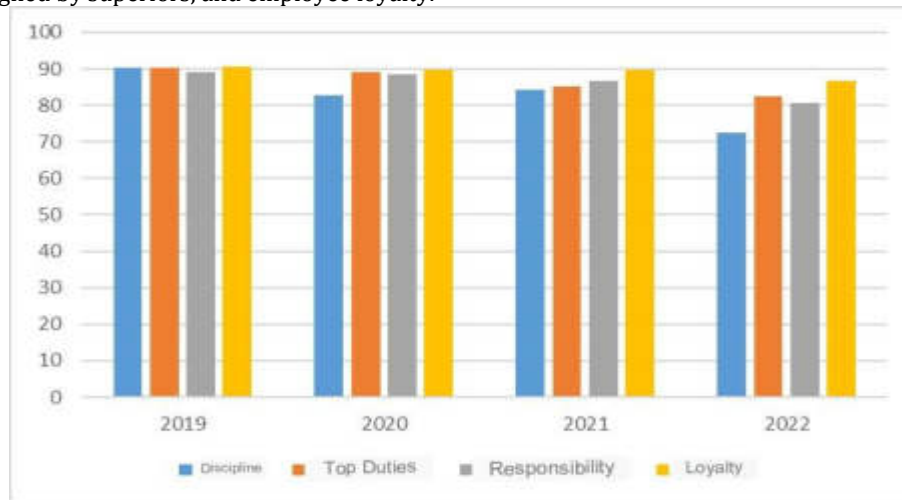


Figure 1. Employee Performance Chart

Source: Personnel Data of the Denpasar Industrial Training Center, Ministry of Industry, 2022

The preliminary study conducted on 30 employees at the Ministry of Industry's Industrial Training Center (Balai Diklat Industri) revealed that the average employee performance assessment was relatively low (2.45). This performance was particularly evident in the indicators of tasks assigned by superiors, responsibility, and teamwork. This indicates that there are issues with employee performance at the Ministry of Industry's Industrial Training Center. Factors that can enhance employee performance include organizational citizenship behavior (OCB), transformational leadership [3] [4], and organizational commitment [5] [6].

Social exchange theory explains that there is an exchange interaction that yields economic or social outcomes, and there is a comparison process between the time and results obtained in that exchange. The economic or social outcomes of each exchange interaction have processes and demonstrate a time comparison. This exchange can be observed when the value of the outcome of an action increases, indicating a higher likelihood of that action being repeated. This relationship tends to have a negative impact when one party's sacrifices outweigh the benefits received. Leaders perceived as providing positive inspiration can have a positive impact on increasing OCB, organizational commitment, and employee performance. This indicates the presence of positive exchanges among individuals in the organization.

OCB plays a vital role, especially for institutions whose operational activities heavily rely on human resources. States that OCB significantly influences employee performance. HR in an organization is not just about performing various job tasks without engaging in extra-role behavior, especially when organizational activities are hectic and employees are unable to perform many tasks.

The characteristics of OCB reflect positive employee behavior that goes beyond formal roles, tasks, and job descriptions. OCB is a positive behavior exhibited by employees that is not included in the formal job requirements. Such behavior is voluntary and can drive the effective operation of an organization.

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Research findings by [7] indicate that higher levels of OCB lead to increased employee performance. Employees with high levels of extra-role behavior tend to have a strong impact on performance. However, a study by [8] showed that OCB does not have a significant impact on employee performance.

Employee performance can also be influenced by transformational leadership. Leaders who work diligently to achieve targets by directing the organization toward unprecedented goals have a significant impact on employee performance. Transformational leaders tend to better understand employee behavior, thereby enhancing employee performance [4].

[9] Stated that another important factor that can enhance employee performance is organizational commitment. Organizational commitment refers to an individual's relatively strong identification and involvement with the organization. An employee who has a strong desire to maintain their membership in the organization will be willing to work hard towards achieving the organization's goals [10]. [11] found that stronger organizational commitment in an employee has a positive impact on their performance.

Research related to the relationship between transformational leadership, organizational commitment, OCB, and employee performance has yielded inconsistent results. [12] found that transformational leadership does not have a significant influence on employee performance. Several studies [13] [14] [5] stated that organizational commitment does not have a significant impact on employee performance. The differences in previous research findings serve as a reference for researchers to reanalyze the influence between these variables. This study attempts to offer OCB as a mediating variable in the influence of transformational leadership and organizational commitment on employee performance. The research by [6] showed that transformational leadership has a significant impact on employee performance through OCB.

Transformational leadership is considered an important factor as it can enhance OCB [15] and significantly impact employee performance [16]. Organizational commitment is also a strong predictor of OCB and employee performance [9]. Employees with high organizational commitment generally focus on their work, leading to social behaviors of mutual assistance in the workplace [15]. OCB can mediate the relationship between organizational commitment and employee performance [6]. Research findings also revealed that organizational commitment has a positive and significant influence on OCB [15].

Based on the phenomenon and inconsistency of previous research findings, this study aims to analyze the influence of transformational leadership and organizational commitment on OCB and employee performance in the Ministry of Industry.

Based on the research problem, the objectives of this study are to analyze the influence of transformational leadership on employee performance, to analyze the influence of organizational commitment on employee performance, and to analyze the influence of organizational citizenship behavior on employee performance.

The results of this study are expected to provide benefits, namely enriching social exchange theory through the explanation of the influence between variables in the research model, namely transformational leadership, organizational commitment, OCB, and employee performance.

**Practical Benefits:** The results of this study are expected to provide information for consideration by the Ministry of Industry regarding transformational leadership, organizational commitment, OCB, and employee performance. This study is also expected to provide input and considerations for the management of the Ministry of Industry in designing programs and policies related to transformational leadership, organizational commitment, and organizational citizenship behavior to enhance employee performance.

## 2. METHOD

This study is a causal research to analyze the cause-and-effect relationship between variables. The variables examined in this study are transformational leadership (X1) and organizational commitment (X2) as independent variables, organizational citizenship behavior (Z) as a mediating variable, and employee performance (Y) as the dependent variable. This study adopts a quantitative approach to examine numerical and statistical data to test the research hypotheses. The research design is presented in a simple yet comprehensive scheme that includes the main relationships between the research variables.

The research will be conducted at the Ministry of Industry (Kemenperin) of Indonesia, specifically in the areas of Denpasar, Medan, and Surabaya, as there are performance issues among employees in the Ministry of Industry. Data collection will take place over a period of two months, from April 2023 to June 2023.

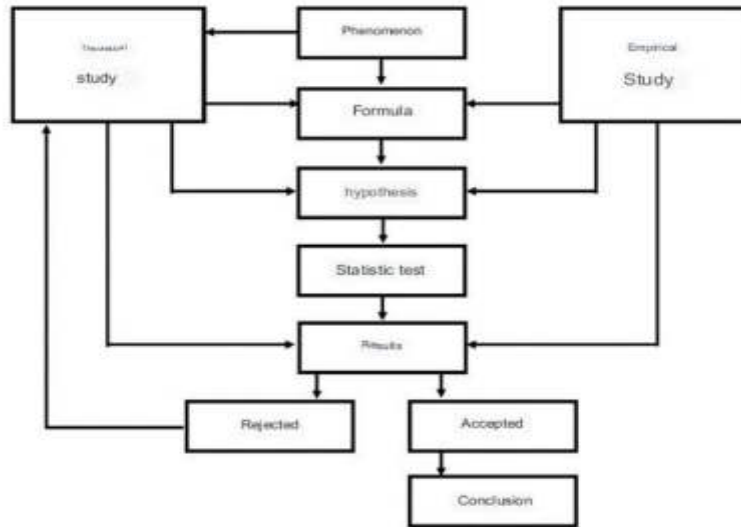


Figure 2 Research Design

The population for this study consists of Civil Servants (PNS) at the Ministry of Industry who work at the Industrial Training Centers in Denpasar, Medan, and Surabaya, totaling 77 PNS. The sample for the study includes 27 PNS from Denpasar, 23 from Medan, and 27 from Surabaya. The sampling method employed is non-probability sampling with a saturated sample technique (census), which means that all population members are included as samples.

The data collection methods used in this study include a questionnaire containing statements related to the research variables and interviews. The steps taken by the researcher in collecting data using the questionnaire are as follows:

- Respondents are provided with a Google Form questionnaire distributed through the internet as a means of conducting research utilizing technology.
- The respondents are given an explanation about the questionnaire using Google Form.
- All responses from the questionnaire are collected as primary data and are recorded, linked, and directly stored in Google Drive for processing, analysis, and conclusion.

### 3. RESULT AND DISCUSSION

#### Analysis of Data

##### 1. Variable Description

The variable description presents the respondents' assessment of each statement presented in the questionnaire and is presented according to the variables used in the research, namely Transformational Leadership, Organizational Commitment, Employee Performance, and Organizational Citizenship Behavior (OCB). The description or categorization of variable ratings uses the appropriate criteria as shown in Table 1.

Table 1 Description or Interpretation of Research Variable Scores

No.	Score Intervals	Rating Category	
		Employee Performance, OCB, Organizational Commitment	Transformational leadership
1	1,00 – 1,79	Very low	Very low
2	1,80 – 2,59	Low	Low
3	2,60 – 3,39	Enough	Enough
4	3,40 – 4,19	High	Strong
5	4,20 – 5,00	Very high	Very Strong

Source: Sugiyono (2018:274)

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### 1. Description of Transformational Leadership Variable

The transformational leadership variable is measured using four dimensions, which consist of Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. These dimensions have a total of 12 indicators that are formulated into statement items in the questionnaire.

Table 2 Description or Interpretation of Variable Scores

No.	Score Intervals	Rating Category	
		Employee Performance, OCB, Organizational Commitment	Transformational leadership
1	1,00 – 1,79	Very low	Very low
2	1,80 – 2,59	Low	Low
3	2,60 – 3,39	Enough	Enough
4	3,40 – 4,19	High	Strong
5	4,20 – 5,00	Very high	Very Strong

### 2. Evaluating the Inner Model

The evaluation of the inner model or the structural model is conducted to measure the causal relationships between research constructs. The evaluation of the structural model can be done by analyzing the R-Square values for dependent constructs and the path coefficients or t-values to test the significance of the constructs.

#### a. R-Square (Coefficient of Determination)

The analysis of R-Square aims to measure the amount of variation in the dependent variable explained by the independent variables. A higher R-Square value indicates a better predictive model of the research (Hair et al., 2017). The results of R-Square can be seen in the table below:

Table 3 Results of R-Square Testing	
Variable	R-Square (R <sup>2</sup> )
Employee Performance	0,578
OCB	0,508

Based on Table 3, the model of the influence of transformational leadership and organizational commitment on OCB has an R-Square value of 0.508. This can be interpreted as 50.8% of the variability in the OCB variable can be explained by the variability in the transformational leadership and organizational commitment variables, while 49.2% is explained by other variables outside the study. The model of the influence of transformational leadership, organizational commitment, and OCB on employee performance has an R-Square value of 0.578. This can be interpreted as 57.8% of the variability in employee performance can be explained by the variability in transformational leadership, organizational commitment, and OCB variables, while 42.2% is explained by other variables outside the study. Some examples of other factors outside the research model include organizational culture, job training, job performance, job satisfaction, employee engagement, supervisor support, and so on.

#### b. Q-Square

The Q-Square value (Q<sup>2</sup>) is calculated to determine the goodness of fit of the model and parameter estimation. The Q-Square value (Q<sup>2</sup>) is calculated as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2) (1 - R_2^2) \\
 &= 1 - (1 - 0.578) (1 - 0.508) \\
 &= 1 - (0.422) (0.492) \\
 &= 1 - 0.207 \\
 &= 0.793
 \end{aligned}$$

The obtained Q-Square value (Q<sup>2</sup>) is 0.793. This value is greater than 0 (>0). It indicates that 79.3% of the variation in employee performance is influenced by transformational leadership, organizational commitment, and OCB, while 20.07% is explained by other variables outside the research variables.



### 3. Hypothesis Testing

Hypothesis testing in this study is conducted by measuring the significance level through path coefficient values. The path coefficients or model values in this study are calculated using bootstrapping in SmartPLS 3.2.9. The results of hypothesis testing using SEM-PLS are described below:

#### Testing direct effects

In the testing of direct effects, two values must be met: the p-value should be smaller than the alpha value of 5% ( $<0.05$ ), and the t-statistic should have a value greater than 1.96 ( $>1.96$ ). The significance calculation results for each relationship between variables are presented in Table 5.11.

Table 4 Testing the Direct Effects of Variables

Direct Influence	Path Coefficient	T Statistics	P Values	Ket.
Transformational Leadership (X <sub>1</sub> ) -> Employee Performance (Y)	0,274	3,332	0,001	Significant
Organizational Commitment (X <sub>2</sub> ) -> Employee Performance (Y)	0,389	2,469	0,014	Significant
Organizational Citizenship Behavior (Z) -> Employee Performance (Y)	0,240	1,540	0,124	Not significant
Transformational Leadership (X <sub>1</sub> ) -> Organizational Citizenship Behavior (Z)	0,135	1,542	0,124	Not significant
Organizational Commitment (X <sub>2</sub> ) -> Organizational Citizenship Behavior (Z)	0,637	8,144	0,000	Significant

Based on Table 4, the direct effects among variables are as follows:

#### 1) The Influence of Transformational Leadership on Employee Performance

The analysis results of the influence of transformational leadership on employee performance show a path coefficient of 0.274 (positive) and a p-value of 0.001, which is smaller than the alpha value of 0.05 ( $p\text{-value} < \alpha$ ). This indicates that transformational leadership has a positive and significant influence on employee performance. Based on these results, hypothesis H1 in the study is accepted, which states that transformational leadership has a positive and significant influence on employee performance.

#### 2) The Influence of Organizational Commitment on Employee Performance

The analysis results of the influence of organizational commitment on employee performance show a path coefficient of 0.389 (positive) and a p-value of 0.014, which is smaller than the alpha value of 0.05 ( $p\text{-value} < \alpha$ ). This indicates that organizational commitment has a positive and significant influence on employee performance. Based on these results, hypothesis H2 in the study is accepted, which states that organizational commitment has a positive and significant influence on employee performance.

#### 3) The Influence of Organizational Citizenship Behavior on Employee Performance

The analysis results of the influence of OCB on employee performance show a path coefficient of 0.240 (positive) and a p-value of 0.124, which is greater than the alpha value of 0.05 ( $p\text{-value} > \alpha$ ). This indicates that OCB has a positive but not significant influence on employee performance. Based on these results, hypothesis H3 in the study, which states that OCB has a positive and significant influence on employee performance, is rejected.

#### 4) The Influence of Transformational Leadership on Organizational Citizenship Behavior

The analysis results of the influence of transformational leadership on OCB show a path coefficient of 0.135 (positive) and a p-value of 0.124, which is greater than the alpha value of 0.05 ( $p\text{-value} > \alpha$ ). This indicates that transformational leadership has a positive but not significant influence on OCB. Based on these results, hypothesis H4a in the study, which states that transformational leadership has a positive and significant influence on OCB, is rejected.

#### 5) The Influence of Organizational Commitment on Organizational Citizenship Behavior

The analysis results of the influence of organizational commitment on OCB show a path coefficient of 0.637 (positive) and a p-value of 0.000, which is smaller than the alpha value of 0.05 ( $p\text{-value} < \alpha$ ). This

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indicates that organizational commitment has a positive and significant influence on OCB. Based on these results, hypothesis H5a in the study is accepted, which states that organizational commitment has a positive and significant influence on OCB.

### Testing Indirect Effects

The testing of indirect effects of OCB as a mediating role on the influence of transformational leadership and organizational commitment on OCB in this study is presented in Table 5.

Table 5 Testing the Indirect Effects of Variables

Indirect Influence	Path Coefficient	T Statistics	P Values	Ket.
Transformational Leadership (X <sub>1</sub> ) -> OCB (Z) -> Employee Performance (Y)	0,032	1,086	0,278	Not significant
Organizational Commitment (X <sub>2</sub> ) -> OCB (Z) -> Employee Performance (Y)	0,153	1,374	0,170	Not significant

#### a. The Role of OCB in Mediating the Influence of Transformational Leadership on Employee Performance

The analysis results of the influence of transformational leadership on employee performance through OCB show a path coefficient of 0.032 and a p-value of 0.278, which is greater than the alpha value of 0.05 (p-value >  $\alpha$ ). This indicates that OCB does not mediate the influence of transformational leadership on employee performance. Based on these results, hypothesis H4b in the study, which states that OCB mediates the influence of transformational leadership on employee performance, is rejected.

#### b. The Role of OCB in Mediating the Influence of Organizational Commitment on Employee Performance

The analysis results of the influence of organizational commitment on employee performance through OCB show a path coefficient of 0.153 and a p-value of 0.170, which is greater than the alpha value of 0.05 (p-value >  $\alpha$ ). This indicates that OCB is not able to mediate the influence of organizational commitment on employee performance. Based on these results, hypothesis H5b in the study, which states that OCB mediates the influence of organizational commitment on employee performance, is rejected.

### Testing the Mediation Effect

The mediation effect in this study refers to the mediation testing proposed by Hair et al. (2017: 248). Explanations regarding the mediation effect are presented in Table 6.

Table 6 Determination of Mediation Effect

Influence	Effect			Information
	p <sub>1</sub>	p <sub>2</sub>	p <sub>3</sub>	
Transformational Leadership (X <sub>1</sub> ) → OCB (Z) → Employee Performance (Y)	0,124 (Sig.)	0,124 (Sig.)	0,001 (Sig.)	No mediation
Organizational Commitment → OCB (Z) → Employee Performance (Y)	0,000 (Sig.)	0,124 (Sig.)	0,014 (Sig.)	No mediation

Note: Significance (Sig.) = p-value < 0.05 and t-statistic > 1.96

p<sub>1</sub> = Direct influence of exogenous variable (X) on mediating variable (Z)

p<sub>2</sub> = Direct influence of mediating variable (Z) on endogenous variable (Y)

p<sub>3</sub> = Direct influence of exogenous variable (X) on endogenous variable (Y)

Based on the analysis results in Table 6, the mediation effects can be described as follows:

- The indirect influence of transformational leadership on OCB (p<sub>1</sub>) and OCB on employee performance (p<sub>2</sub>) shows insignificant results, while the direct influence of transformational leadership on employee performance (p<sub>3</sub>) is significant and in the same direction. Therefore, OCB is unable to mediate the influence of transformational leadership on employee performance (no mediation).
- The indirect influence of organizational commitment on OCB (p<sub>1</sub>) and OCB on employee performance (p<sub>2</sub>) shows insignificant results, while the direct influence of organizational commitment on employee performance (p<sub>3</sub>) is significant and in the same direction. Therefore, OCB is unable to mediate the influence of organizational commitment on employee performance (no mediation).

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## Discussion

### **The Influence of Transformational Leadership on Employee Performance**

The data presented in Table 4 shows that transformational leadership in the Ministry of Industry at the Industrial Training Centers in Denpasar, Medan, and Surabaya has a significant positive impact on employee performance. The indicators of transformational leadership are able to enhance employee performance in the Ministry of Industry. The results of this study explain that the stronger the transformational leadership in the Ministry of Industry, the higher the performance of employees in the Industrial Training Centers in Denpasar, Medan, and Surabaya.

Strong transformational leadership aligns with the respondents' feedback in Table 6, which indicates that a leader in the Ministry of Industry has a high idealized influence by expressing their belief through their behavior that the organization's goals will be achieved. Therefore, through their behavior, a transformational leader can enhance employee performance in the Ministry of Industry. Strong transformational leadership is linked to high employee performance. This is demonstrated by the transformational leadership style in the Ministry of Industry, which can assess the abilities and potentials of each employee to carry out tasks or work and can identify possibilities for expanding employees' responsibilities and authority in the future.

The findings in this study are consistent with previous research conducted by [17], Moring et al. (2021), and [4]. These findings suggest that a transformational leader in the Ministry of Industry can influence employee performance by influencing, motivating, directing, and paying attention to their employees. With the implementation of transformational leadership, employees will feel trust, appreciation, loyalty, and respect for their leader. Ultimately, employees will be motivated to exceed expectations and indirectly influence their performance.

### **Influence of Organizational Commitment on Employee Performance**

The data presented in Table 4 shows that organizational commitment has a significant positive impact on employee performance. The indicators of organizational commitment are able to enhance employee performance in the Ministry of Industry at the Industrial Training Centers in Denpasar, Medan, and Surabaya. The results of this study explain that the higher the organizational commitment of employees in the Ministry of Industry within the work environment, the higher the performance of employees in the Ministry of Industry at the Industrial Training Centers in Denpasar, Medan, and Surabaya.

High organizational commitment can be seen from employees who have strong affective commitment and continue to work for the organization because they desire to do so. It can also be seen from employees who are aware of the costs of leaving the organization (continuance commitment) and those who feel a sense of obligation to stay in the organization and recognize that commitment to the organization is the right thing to do (normative commitment). High organizational commitment is linked to high employee performance. This is reflected in the statements aligned with the respondents' feedback in Table 4, which indicate that employees in the Ministry of Industry predominantly demonstrate normative commitment by expressing pride in telling others that they are part of the Ministry of Industry. This attitude can motivate employees to work with enthusiasm, thus enhancing employee performance in the Ministry of Industry.

Results in this study are consistent with the research conducted by [2], [18], and [11]. These findings suggest that to improve employee performance, employees need to have higher affective commitment, continuance commitment, and normative commitment. Every individual working in an organization should have commitment to their work because if employees lack commitment, the organization's goals will not be achieved. Commitment from each employee is crucial as it makes them more responsible towards their work compared to employees without commitment. Usually, employees with commitment will work optimally, dedicating their attention, thoughts, energy, and time to their work. Consequently, they can meet the organization's expectations. Commitment also reduces the intention to leave the organization.

### **Influence of Organizational Citizenship Behavior on Employee Performance**

The data presented in Table 4 shows a positive but non-significant influence between Organizational Citizenship Behavior (OCB) and employee performance. This means that the indicators of OCB, which include voluntary behaviors that benefit the organization, do not have a significant impact on employee performance in the Ministry of Industry at the Industrial Training Centers in Denpasar, Medan, and Surabaya. The results of this study explain that although the level of OCB among employees in the Ministry



of Industry within the work environment is higher, it does not significantly enhance employee performance. Although there is a positive relationship between OCB and employee performance, the influence is not statistically strong enough to be categorized as significant.

High OCB can be observed from employees who show a willingness to assist new employees in the department, even though it is not mandatory. However, this behavior does not significantly affect employee performance. Based on the respondents' feedback in Table 4, which shows the dominance of Altruism OCB, the willingness to help new employees in the department even though it is not mandatory, can be interpreted as employees in the Ministry of Industry demonstrating voluntary behaviors that benefit the organization. However, although Altruism OCB can be considered a positive behavior, the research results indicate that the strength of OCB among employees does not have a significant impact on their performance in the Ministry of Industry. There may be other factors that are more dominant in influencing employee performance, such as technical competence, intrinsic motivation, or other contextual factors.

These findings differ from the research conducted by [19]. However, they align with the research conducted by [20] and [21]. These findings suggest that although there is a positive relationship between OCB and employee performance, the relationship does not reach the level of statistical significance required to state that it is certain and generally accepted. This implies that other factors, such as organizational context, individual characteristics, or other unconsidered mediating variables, may play a role in explaining the relationship between OCB and employee performance. Therefore, further research is needed to gain a deeper understanding of the factors that influence the relationship between OCB and employee performance in specific contexts.

The data presented in Table 4 shows a positive but non-significant influence between transformational leadership and Organizational Citizenship Behavior (OCB). This means that the indicators of transformational leadership, including idealized influence, inspirational motivation, intellectual stimulation, and individual consideration, do not have a significant impact on OCB in the Ministry of Industry at the Industrial Training Centers in Denpasar, Medan, and Surabaya. Although transformational leadership is conceptually considered to have a positive relationship with OCB, the results of this study indicate that this influence cannot be confirmed statistically. The findings of this study explain that although employees in the Ministry of Industry experience high levels of transformational leadership within the work environment, the impact on Organizational Citizenship Behavior is not significant. This means that even with high levels of transformational leadership, including idealized influence, inspirational motivation, intellectual stimulation, and individual consideration, employees' adoption of voluntary behaviors that benefit the organization is not significantly influenced.

Strong transformational leadership, as indicated by the respondents' feedback in Table 5.3, which shows that a leader in the Ministry of Industry has high idealized influence by expressing confidence through their behavior that the organization's goals will be achieved, does not significantly influence Organizational Citizenship Behavior (OCB) among employees in the Ministry of Industry. Therefore, the findings of this study conclude that although there is strong transformational leadership, characterized by leaders expressing confidence in the achievement of organizational goals, this influence does not significantly affect employees' Organizational Citizenship Behavior (OCB) in the Ministry of Industry. Although leaders practicing transformational leadership can motivate and inspire employees, there is a possibility that factors such as organizational culture, reward systems, or individual intrinsic motivation play a larger role in influencing voluntary behaviors that benefit the organization.

The data presented in Table 5 shows that there is no significant mediation effect of OCB in the relationship between transformational leadership and employee performance. This means that OCB, which includes indicators such as voluntary and beneficial behaviors for the organization, does not serve as a mechanism that significantly links transformational leadership and employee performance. The results of this study explain that even when a leader uses a high level of transformational leadership, involving idealized influence, inspirational motivation, intellectual stimulation, and individual consideration, there is no significant influence of OCB in translating transformational leadership into improved employee performance. This finding suggests that other factors may be more dominant in influencing employee performance beyond OCB. Factors such as intrinsic motivation, technical competence, organizational structure, or complex work environments may also play important roles in explaining employee performance.

These findings differ from previous studies, such as those conducted by Mastur et al. (2022) and [3]. However, this study aligns with the research by [6], [22], and Nurhafni (2022). These findings imply that in the context of this study, transformational leadership may not have a significant influence on OCB, and OCB

does not serve as a mediating mechanism between transformational leadership and employee performance. Other unconsidered factors or unique contextual aspects in this study may affect this relationship. The differences in findings can be explained by several contextual factors in the Ministry of Industry, especially in Denpasar, Surabaya, and Medan. One possible influencing factor is the relatively rapid job turnover in government agencies, where employees have limited time to adopt and adapt to the implemented transformational leadership. The lack of interaction between superiors and subordinates, decision constraints imposed by a complex bureaucratic system, and short tenures may also influence employees' perceptions of transformational leadership.

Although employees may not fully experience transformational leadership, they still exhibit OCB behaviors. This indicates that employees in the Ministry of Industry, especially in Denpasar, Surabaya, and Medan, continue to demonstrate voluntary and beneficial behaviors for the organization, even though the influence of transformational leadership is not yet significant. In order to enhance the relationship between transformational leadership, OCB, and employee performance, efforts should be made to extend job tenures, improve superior-subordinate interactions, and enhance the implementation of transformational leadership in the Ministry of Industry. This will help employees better adopt and understand transformational leadership, thereby increasing its influence on OCB and overall employee performance.

### **The Influence of Organizational Commitment on Employee Performance Mediated by Organizational Citizenship Behavior**

The data presented in Table 4 shows a positive and significant influence between organizational commitment and Organizational Citizenship Behavior (OCB). This indicates that indicators of organizational commitment can enhance OCB in the Ministry of Industry at the Industrial Training Centers in Denpasar, Medan, and Surabaya. The findings of this study explain that the higher the level of organizational commitment among employees in the Ministry of Industry within the work environment, the more likely they are to exhibit voluntary and beneficial OCB behaviors for the organization. Employees with high organizational commitment tend to have strong motivation to provide additional contributions, support colleagues, and fulfill responsibilities beyond formal job demands.

High organizational commitment, reflected in affective commitment, continuance commitment, and normative commitment, has a positive relationship with the level of OCB. In Table 5.4, the respondents' feedback predominantly shows a normative commitment attitude among employees in the Ministry of Industry. They take pride in stating that they are part of the Ministry of Industry. Attitudes like this can provide employees with greater motivation and enthusiasm in their work, contributing to the enhancement of OCB in the Ministry of Industry. Overall, the research results demonstrate that high organizational commitment, particularly in the form of affective commitment and normative commitment, plays a crucial role in enhancing OCB in the Ministry of Industry. Employees who feel emotionally attached and have a moral responsibility towards the organization are more likely to actively exhibit OCB behaviors that benefit the organization.

The data presented in Table 5 shows that there is no significant mediation of OCB in the relationship between organizational commitment and employee performance. This means that OCB indicators, such as voluntary and beneficial behaviors for the organization, do not play a significant role as a mechanism linking organizational commitment and employee performance. The research results indicate that although there is a positive influence between organizational commitment and OCB, there is not enough evidence to state that OCB directly mediates the relationship between organizational commitment and employee performance. This study suggests that organizational commitment and OCB are interrelated constructs, but employee performance is not directly influenced by OCB through the mediation of organizational commitment. There may be other factors that influence the relationship between organizational commitment and employee performance, or there may be other mediating variables that were not considered in this study, such as job satisfaction, work climate, or work motivation, which play a role in connecting organizational commitment to employee performance.

This research produces findings that align with previous studies conducted by Fitri and Endratno (2021) and Sitio (2021), but these findings are inconsistent with the results of the study by Vipraprastha et al. (2018). These findings imply that although there is a positive influence between organizational commitment and OCB, OCB does not significantly mediate the relationship between organizational commitment and employee performance in the context of this study. This may indicate that there are other factors influencing the relationship between organizational commitment and employee performance that were not considered in this research. The differences in these findings highlight the importance of

considering contextual aspects and other factors that may influence this relationship. In this regard, this study provides a more comprehensive understanding of the relationship between organizational commitment, OCB, and employee performance, but further research is needed to deepen this understanding and identify other relevant factors in specific organizational contexts. Therefore, it can be concluded that the OCB behavior of employees in the Ministry of Industry, especially in Denpasar, Surabaya, and Medan, is not yet effective in enhancing the relationship between organizational commitment and employee performance.

### Research Implications

#### a. Theoretical Implications

The findings of this research have theoretical implications, particularly regarding social exchange theory and employee performance. The analysis conducted in this study has shown that transformational leadership has a positive and significant influence on employee performance, organizational commitment has a positive and significant influence on employee performance, OCB has a positive but not significant influence on employee performance, transformational leadership has a positive but not significant influence on OCB, OCB has not been able to mediate the influence of transformational leadership on employee performance, organizational commitment has a positive and significant influence on OCB, and OCB has not been able to mediate the influence of organizational commitment on employee performance. Based on these findings, this research contributes to the development of human resource management knowledge, particularly related to employee performance, and supports other empirical studies related to the role of transformational leadership, organizational commitment, and OCB on employee performance.

#### b. Practical Implications

The research findings can be used practically by management as input and considerations for policy-making in efforts to improve employee performance in the Ministry of Industry. The policies of the Ministry of Industry should consider the balance between transformational leadership style, employee commitment, and OCB behaviors in relation to employee performance. The Ministry of Industry can conduct socialization regarding the specific type of transformational leadership exhibited by leaders in the ministry, such as managers or heads of units, to guide employees to work according to the organizational mechanisms. In addition, regular evaluations of policies should be enhanced to assess the effectiveness of policies related to employees' organizational commitment.

## 4. CONCLUSION

Based on the research findings and discussion, it can be concluded that transformational leadership has a positive and significant impact on employee performance, while organizational commitment also has a positive and significant influence on employee performance in the Ministry of Industry. However, organizational citizenship behavior (OCB) shows a positive but non-significant relationship with employee performance, indicating that OCB may not directly or significantly affect performance. Furthermore, transformational leadership has a positive but non-significant impact on OCB, and OCB does not mediate the relationship between transformational leadership and employee performance. Similarly, although organizational commitment positively and significantly influences OCB, it does not mediate the relationship between organizational commitment and employee performance.

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