



Improving Employee Performance: The Intermediary Function of Organizational Citizenship Behavior

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Abstract

Orientation: An organization facing difficulties in reaching its objectives is a significant obstacle that can impact public perceptions. Impression management is a strategy used to safeguard the organization's goal and reputation.

Research purpose: The primary objective of this research is to explore the impact of transformational leadership and organizational commitment on employee performance, as well as to analyze the function of organizational citizenship behavior (OCB) as a mediator in the connection between these factors.

Motivation for the study: Studying the connection among transformational leadership, organizational commitment, and employee performance can provide valuable perspectives for enhancing the productivity of employees in Indonesian manufacturing firms.

Research Approach: This study utilized a quantitative methodology using a questionnaire for self-reporting. This research involved 265 workers employed by companies in Indonesia.

Main findings: By utilizing structural equation modeling, this research demonstrates that both transformational leadership and organizational commitment positively influence OCB and employee performance. Additionally, it was found that OCB serves as a link of transformational leadership to employee performance, and also organizational commitment to employee performance.

Practical/managerial implications: The research offers new practical and managerial insights on how to factor in these variables to enhance employee performance and meet organizational objectives.

Contribution/value-add: Attending schools in Indonesia that focus on manufacturing offers a one-of-a-kind experience. Its features and moral principles make it a compelling subject for study, with the potential to improve the productivity of Indonesia's manufacturing employees.

Keywords: employee performance; organizational citizenship behavior; transformation leadership; organizational commitment;

Introduction

Every organization strives for excellence, and the way employees perform their roles directly impacts the overall performance of the institution (Khaled, Ali, & Mohamed, 2021). Hence, the progress of the organization relies on the quality of its employees, as they help boost productivity, streamline operations, and enhance the achievement of goals and objectives. Some research has found that the performance of employees is strongly linked to the organization's strategic objectives (Akdere & Egan, 2020; Jakobsen, Kjeldsen, & Pallesen, 2023). As a result, it is important for organizations to guarantee that employee performance reflects positively to improve their standing. The importance of an organization's performance is significant, as it evaluates employees' execution of tasks and responsibilities along with their established objectives and aims (Kundi, Aboramadan, Elhamalawi, & Shahid, 2021).

OCB influences the attainment of positive employee performance within an organization (Nurjanah, Pebianti, & Handaru, 2020). The significance of OCB cannot be emphasized enough, as it is pivotal in influencing performance (Tistianingtyas & Parwoto, 2021). Organizational citizenship behavior is a distinctive type of individual conduct at work, which goes beyond basic job duties. It involves being willing to help colleagues, provide assistance, give advice, participate actively, provide additional services to clients, and utilize time effectively (de Geus, Ingrams, Tummers, & Pandey, 2020; Nurjanah et al., 2020; Supriyadi et al., 2017). OCB is a form of personal conduct that is not motivated by rewards but can improve how well the organization operates (Ocampo et al., 2018). Several researches (Arifin & Narmaditya, 2024; Kristian & Ferijani, 2020; Nurjanah et al., 2020; Sugianingrat et al., 2019) has indicated which employee performance is effected by organizational citizenship behavior. Moreover, transformational leadership is essential in management to enhance employee performance, along with OCB. Through the application of transformational leadership, the management process will operate smoothly, fostering employee enthusiasm and diligence in their tasks. Effective transformational leadership is anticipated to improve OCB, which then impacts the performance of employees (Khalili, 2017). Some preliminary research (Al-Mamary, 2021; Arifin & Narmaditya, 2024; Jiang, Zhao, & Ni, 2017; Nurjanah et al., 2020; Supriyadi et al., 2024) shows which OCB is influenced by transformational leadership. In contrast, certain researches. (Khaola & Rambe, 2021) found that transformational leadership does not have impact OCB. Hence, this research examines the correlation of leadership, organizational commitment, and employee performance in order to address a gap in existing research. It goes further than previous research by including more relevant variables to help achieve organizational objectives.

Organizational commitment, along with transformational leadership is recognized as a predictor of employee performance. Committed workers tend to enhance efficiency, level of performance and work excellence, thereby contributing to the company's success. Many studies conducted (Arifin & Narmaditya, 2024; Howladar & Rahman, 2021; Indarti, Fernandes, & Hakim, 2017) demonstrate that organizational commitment frequently stems from a common understanding of purpose and being in harmony in alignment with the organization's objectives and beliefs. Yet another research conducted by Grego-Planer (2019) it was observed Organizational commitment does not effect on OCB or on employee performance. These emphasizes to the need to create a workplace atmosphere that encourages employee dedication. In this way, companies can establish a work environment focused on reaching shared goals and producing top-notch results.

This study has two main contributions. To begin with, this study adds to the understanding of the existing knowledge of managing tasks or resources by offering the essential perspective on OCB. The intermediary function of OCB introduces a fresh perspective on the impact of transformational leadership to organizational commitment on employee performance through voluntary, non-mandatory behaviors in public service organizations. This examination of transformational leadership offers insight inside of its significance efficiency and efficacy within the given circumstances of Indonesia's governmental entities. Additionally, the research concentrates on Indonesia's public sector employment organizations as an important setting to explore the connections in the midst of transformational leadership, organizational commitment, employee performance, and OCB. Thus, the research offers important understandings about the government sector, contributing to our comprehension of staff members behavior and efficiency in that particular context.

Literature review

Underpinning theory

The concept of showcasing one's abilities or skills entails measuring job outcomes against predetermined criteria, (Dessler, 2017). The significance of work is highlighted in the definition when evaluating performance. Achievement in tasks assigned to an individual is referred to as performance. Performance is the outcome of a process that is evaluated within a specific timeframe according to pre-established criteria or agreements. Robbins & Judge (2018) Six measures have been defined to evaluate the performance of individual employees: high quality, large quantity, punctuality, efficiency, independence, and commitment to job. A few research on management has used theory of expectancy to comprehend the functions of leadership behavior, organizational commitment, OCB, and performance (Ahmad & Khan, 2016; Rita, Payangan, Rante, Tuhumena, & Erari, 2018). According to this theory, enhancing encouraging OCB by providing organizational support and commitment able to improve employee performance.

This theory suggests that employees' beliefs regarding the link between their hard work, results, and aspirations impact their performance (Heneman & Schwab, 1972). By doing this, workers believe that participating to achieving stellar results in OCB can result in earning significant incentives (such as acknowledgment, career advancement, or enhanced job stability), which boosts their willingness to exhibit these actions and excel, (Hai et al., 2020; Zhang et al., 2019). Also, in this study, alongside expectancy theory, employed theory of transformational leadership to further understand the connection among the variables (Bass & Avolio, 2011). Highlights of the theory is the significance of administrators in motivating and empowering employees must do more than just their regular work responsibilities. Those that lead with transformation are recognized for their capacity to uplift and empower those who follow them, set a common objective, and cultivate a helpful and development-focused the surroundings (Anderson, 2017). Several academics have observed that OCB of employees are positively impacted by transformative leaders, dedication, and productivity (Cho & Kao, 2022; Darto, Setyadi, Riadi, & Hariyadi, 2015; Rita et al., 2018).

Transformational leadership, organizational citizenship behavior, and employee performance

Based to Bass & Avolio (2011), One kind of leadership type is transformative leadership which focused on boosting individuals' abilities and strengthening the bond between leaders and their followers. Leaders can be assessed by factors like esteem, respect, loyalty, and adoration. The primary goal of this leadership approach is to motivate and enable people who follow to exceed the boundaries they have in order to enhance their achievement. Robbins & Judge (2018) furthermore elaborated that transformational leaders can inspire their followers to prioritize the organization's objectives or aims and have a noteworthy influence on them. Performance, as discussed before, is the outcome of a procedure that is evaluated over a specific duration according to established terms or commitments (Buil, Martínez, & Matute, 2019).

Several preliminary investigations suggest which transformative leadership able to improve the achievement of employees (Buil et al., 2019; Eliyana, Ma'arif, & Muzakki, 2019; Top, Abdullah, & Faraj, 2020). Deep thoroughness, Top et al. (2020) proved which employee performance able to be influenced by transformational leadership by means of inspiration as well as motivation. Transformational leaders encourage and spur on team members belong to them through generating an inspiring a future-focused vision (Eliyana et al., 2019). They are able to convey these visions and goals effectively to employees, enabling them to comprehend the bigger objective and significance of the work which they do (Hetland, Hetland, Bakker, & Demerouti, 2018). Therefore, Transformational leaders encourage and engage staff members to achieve top performance by providing a clear vision and a strong purpose. Moreover, transformational leaders provide assistance, motivation, and acknowledgment to their staff members (Fernet, Trépanier, Austin, Gagné, & Forest, 2015). They provide employees with feedback, guidance, and resources to support them in overcoming obstacles and reaching their objectives. Therefore, the original assumption is presented in that manner:



H1: Transformational leadership has an impact on the performance of employees.

Effectiveness of an organization can be evaluated based on employee relationships, contentment in one's work, and the existence of OCB (Robbins & Judge, 2018). Definition of organizational citizenship behavior is how it is conceptualized by Robbins & Judge (2018), is a voluntary act that contributes to the efficient operation. It is optional to be a part of the organization, but it is not mandatory for the job. Organizational citizenship behavior is a discretionary and proactive conduct by individuals that is not punished if not demonstrated. Organizations in today's high-speed work setting need employees to display positive OCB behaviors like giving helpful feedback, helping colleagues, steering clear of needless conflicts, and managing interruptions with poise. Organ (1988) Organizational Citizenship Behavior (OCB) refers to freely and proactive activities

by persons who are not directly incentivized by organization, but ultimately help improve overall organizational performance. Based on Organ's findings (1988), indicators of organizational citizenship behavior include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Therefore, the following theories were proposed by researchers based on earlier concepts:

H2: Transformational leadership has an impact on OCB.

H3: Employee performance is influenced by OCB.

Organizational commitment

Allen & Meyer (1991) described organizational commitment as it involves a strong emotional connection, recognition, and individual commitment to a company and a wish to remain involved. Robbins & Judge (2018) describes It refers to how much a worker perceives connected to a company and its goals and desires to remain part of the team. As stated by Allen & Meyer (1991), among the telltale signs of organizational commitment are "affective commitment, continuance commitment, and normative commitment". Researchers in the subject of management have found which staff members with strong organizational commitment are particularly susceptible to have a strong feeling of obligation and loyalty to their organization. (Babalola, 2016). They need to help the organization succeed more than just doing their official responsibilities at work. The feeling of duty could motivate workers to participate in OCB, like assisting coworkers, taking on extra responsibilities, or going above and beyond to meet company objectives.

Furthermore, organizational commitment can additionally improve worker efficiency as well as influence OCB. The expectancy theory suggests that people's motivation to work is impacted by their perceptions of how Effort, performance, and results are interconnected (Heneman & Schwab, 1972). Employees with a deep dedication to the company feel that their efforts are valued will result in positive outcomes like job stability, appreciation, and professional growth. The scholars mentioned earlier who studied the expectancy theory suggested that organizational commitment has the potential to enhance organizational performance (Hanaysha, 2016; Nikpour, 2017; Supriyanto, Ekowati, & Maghfuroh, 2020). Therefore, hypothesis is outlined in the following manner:

H4: Organizational commitment impact on OCB.

H5: Organizational commitment impact on employee performance.

Organizational citizenship behavior as a mediator

Favorable attitudes towards work, such as satisfaction with the job and feeling connected to the organization, are linked to organizational commitment. Workers who are dedicated to their company are more inclined to participate in OCB, such as assisting others, exceeding basic job duties, and being exemplary members of the organization (Sugianingrat et al., 2019; Supriyadi & Aryaningtyas, 2022). Organizational citizenship behavior improves an atmosphere of productivity and positivity in the workplace by promoting teamwork, partnership, and encouraging strong employee connections (Supriyanto et al., 2020). Past studies have also looked at the impact of OCB for the connection among transformational leadership to employee performance in the realm of longevity (Jiang et al., 2017). This research focuses on employee performance in civil service agencies, a topic ignored in previous studies. Moreover, the writers view OCB as an intermediary in the connection among organizational commitment and employee performance. In a previous study carried out by Indarti et al. (2017) can explain the relationship between commitment and success in academic institutions. Main reason is that employee commitment is linked to their willingness to exceed their official job duties. Based on the information provided, the writers developed the subsequent hypotheses:

H6: Transformational leadership impacts employees' performance by affecting their OCB.

H7: Employee performance is impacted by OCB, which is influenced by organizational commitment.

Research method

Design

The present research used a quantitative methodology as methodology through the administration of a survey. The research was carried out on the manufacture employees in Indonesia. Studying this area is motivated by its unique characteristics and ethnicity that pique interest for research. Additionally, Indonesian academics tend to neglect research on employee

performance. Furthermore, the Indonesian manufacturing sector is a vast and intricate entity that employs numerous individuals. This enables the writer to gather a broad and varied choosing employees for research.

Data collection

Information was collected using an online survey with Google Forms from January to August 2024. The research utilized a simple random sampling method, where a random table was used to select a sample of employees from a list of all staff members. In this survey, 270 employees from manufacturing companies in Indonesia took part. Following the filtering process, the authors identified 15 unsatisfactory responses from participants, resulting in the utilization of 265 appropriate reactions in their analysis utilizing SEM.

Measurements

In order to determine the main factors in the study, the researchers utilized tools from earlier research. The authors used indicators to assess transformational leadership Bass & Avolio (2011), Consisting of “idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration”. Furthermore, indicators from were employed to evaluate organizational commitment by Allen & Meyer (1991), including emotional, ongoing, and value-based dedication. Afterwards, OCB was calculated utilizing by Organ (1988) Signs include selflessness, perseverance, fair play, politeness, and civic responsibility. Finally, the evaluation of employee performance was conducted utilizing tools from Robbins & Judge (2018), high level of performance, amount, punctuality, efficiency, autonomy, and dedication to the job. The study factors were assessed using a Likert scale with five points, spreading from (1) “strongly disagree” to (5) “strongly agree.”

Data analysis

Information which collected was also analyzed with the help of PLS-SEM and SmartPLS v3 software. Utilizing this is appropriate for conducting quantitative analysis in exploring studies that focus on the effects of mediation and examining sophisticated relationships with a minimal sample amount. The writers of the study performed two phases of data examination: the “measurement model (outer model)” was utilized to assess “convergent validity, construct reliability, and discriminant validity”. Furthermore, the researchers performed a “structural model estimation (inner model)” to identify the top-notch design and evaluate hypotheses.

Results and discussion

Demographic characteristics

Table 1 displays the demographic features of the 265 employees who participated in this research, such as their age, gender, education level, and years of service. The table details that the majority of workers are men, aged 32-40, with a minimum of a bachelor's degree, and over five years of job experience. Indonesia's manufacturing workers were selected as the research location due to their traits that suit this study well.

Table 1: Respondent Description

| Description | Quantity | % |
|-------------------------------------|----------|-------|
| Age (years) | | |
| 23–31 | 77 | 29.06 |
| 32–40 | 121 | 45.66 |
| 41–49 | 67 | 25.28 |
| Gender | | |
| Male | 155 | 58.49 |
| Female | 110 | 41.51 |
| Education | | |
| High school | 72 | 27.17 |
| Diploma | 64 | 24.15 |
| Bachelor's degree | 75 | 28.30 |
| Master's degree | 54 | 20.38 |
| Length of employment (years) | | |
| 1–5 | 84 | 31.70 |
| 5.1–10 | 76 | 28.68 |
| > 10 | 105 | 39.62 |

Measurement model

The evaluation model evaluates both of the reliability and validity from measurements. Reliability refers to how precise a scale of measurement is and how Its outcomes are consistently. Reliability of the investigation was evaluated through the “loading

factor and composite reliability (CR)” value, which ought must be greater than 0.70 as sufficient (Hair, Risher, Sarstedt, & Ringle, 2019). Information on the Table 2. shows which the loading factors for the things within each contemplative construct surpass the limit parameters, and the CR ratings exceed 0.70, satisfying the requirements for establish reliability. Additionally, the convergence validity was assessed in accordance with the standards of average variance extracted (AVE), which needs to be exceeding 0.50. According to Table 2, the AVE figures vary from 0.616 to 0.741, indicating compliance with the recommended norms.

Table 2. Validity and Reliability

| Variable | Items | Loading factor | Cronbach's Alpha | CR | AVE |
|---|-------|----------------|------------------|-------|-------|
| Transformational Leadership (TL) | TL1 | 0.830 | 0.790 | 0.864 | 0.616 |
| | TL2 | 0.822 | | - | - |
| | TL3 | 0.827 | | - | - |
| | TL4 | 0.842 | | - | - |
| Organization Commitment (OC) | OC1 | 0.893 | 0.790 | 0.877 | 0.705 |
| | OC2 | 0.863 | | - | - |
| | OC3 | 0.756 | | - | - |
| Organizational Citizenship Behavior (OCB) | OCB1 | 0.887 | 0.910 | 0.934 | 0.741 |
| | OCB2 | 0.899 | | - | - |
| | OCB3 | 0.696 | | - | - |
| | OCB4 | 0.898 | | - | - |
| | OCB5 | 0.906 | | - | - |
| Employee Performance (EP) | EP1 | 0.875 | 0.876 | 0.906 | 0.620 |
| | EP2 | 0.756 | | - | - |
| | EP3 | 0.838 | | - | - |
| | EP4 | 0.882 | | - | - |
| | EP5 | 0.867 | | - | - |
| | EP6 | 0.879 | | - | - |

AVE, average variance extracted; CR, composite reliability.

Table 3. Discriminant Validity Results

| Variable | EP | OC | OCB | TL |
|----------|-------|-------|-------|-------|
| EP | 0.788 | - | - | - |
| OC | 0.868 | 0.840 | - | - |
| OCB | 0.835 | 0.868 | 0.861 | - |
| TL | 0.867 | 0.860 | 0.842 | 0.785 |

EP, employee performance; OCB, organizational citizenship behavior; OC, organizational commitment; TL, transformational leadership.

Additionally, the square root of the mean-variance extracted can indicate the legitimacy of discrimination of the collected data. Effective legitimacy of discrimination is attained when the square root of Average Variance Extracted (AVE) for every concealed variable has a stronger relationship with other factors. The square root of AVE is shown in Table 3. This study established substantial discriminant validity by showing that the relationship among performance construct and OCB, as well as other factors, ranges from 0.785 to 0.868. The findings from the test showed which the square root of AVE for a variable is greater than its relation with AVE, which exceeds 0.50. Hence, it able to be argued that the this study's measuring model shows discriminant validity.

Structural model

Goal of the framework of structure is to forecast research hypotheses, specifically to assess the impact of OCB, organizational commitment, and transformational leadership on employee performance. Throughout the study, The rules that the authors adhered to the methods specified by (Hair, Risher, Sarstedt, & Ringle, 2019) to evaluate collinearity, analyze R-square (R²), determine the magnitude of f², and assess the predictive ability of Q². Collinearity estimation aims to assess the presence of significant collinearity among variables by examining a variance inflation factor (VIF) amount which is beneath 5.00 (Hair, Risher, Sarstedt, & Ringle, 2019). Statistical estimation indicates that the VIF rate varies between 1.296 to 3.486, highlighting the importance of meeting the recommended criteria. Following that, R² results of 0.50, 0.25, and 0.75 show how robust, average, and weak, respectively average, and weak, respectively of the model is. The findings show a strong R² value of 0.816 and 0.788. Additionally, the assessment of f² level shows a moderate influence of the factors examined in this research.

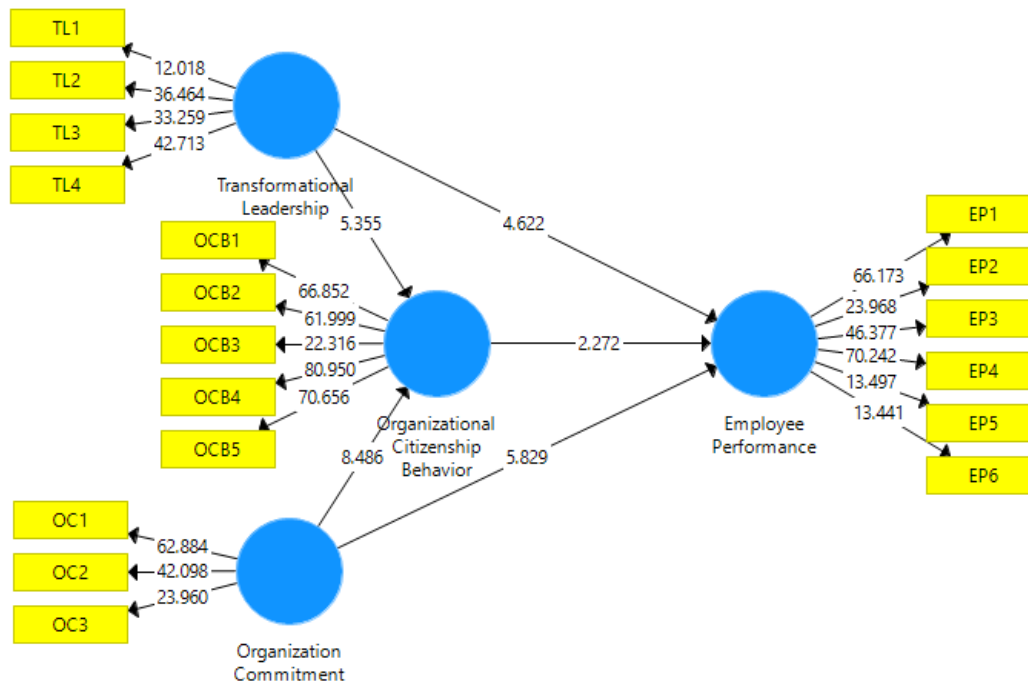


Figure 1. PLS-Structural Equation Modelling Results

Table 4. Hypothesis Testing Results

| Variable | Path coefficient | T-statistics | p | Results |
|---------------|------------------|--------------|-------|-----------|
| TL → OCB | 0.366 | 5.355 | 0.000 | H1 accept |
| OC → OCB | 0.553 | 8.486 | 0.000 | H2 accept |
| TL → EP | 0.395 | 4.622 | 0.000 | H3 accept |
| OC → EP | 0.374 | 5.829 | 0.000 | H4 accept |
| OCB → EP | 0.178 | 2.272 | 0.024 | H5 accept |
| TL → OCB → EP | 0.065 | 2.358 | 0.019 | H6 accept |
| OC → OCB → EP | 0.098 | 2.034 | 0.043 | H7 accept |

Note: → shows a relationship.

EP, employee performance; OCB, organizational citizenship behavior; OC, organizational commitment; TL, transformational leadership.

Hypothesis testing results

Hypothesis testing analyzes the causal connection described within the framework, particularly how the variable that is independent affects the variable that is dependent. Examining the results of t-statistic tests and probability values aids in detecting the requirements for hypothesis testing. The hypothesis is deemed acceptable if the lower p-value compared to 0.05 (at a 5% significance level) or if the value of t is greater compared to the t-statistic. Bootstrapping can be employed for computing t-statistics in PLS analysis.

shows in table 4. a noteworthy coefficient of 0.366 and a p-value of 0.000, confirming a relationship among transformational leadership and OCB with statistical significance below 0.05. Hence, the original assumption is statistically supported as it can be inferred which OCB is affected by transformational leadership in this way. The connection among commitment to the organization and OCB is significant below the 0.05 point, with a correlation of 0.553 and a p-value of 0.000. The statistical evidence supports the second hypothesis that OCB is affected by organizational commitment. The 0.000 is a p-value that is less than 0.05, and the coefficient value is 0.395 due to the impact of the transformational leadership method on employee performance. Hence, there is statistical proof supporting the third hypothesis that transformational leadership impacts to employee performance.

The connection among employee performance and organizational commitment is backed by a path value of 0.374, showing a p-value that is significant

of 0.000, below the 0.05 threshold. Hence, the fourth hypothesis is supported by statistical evidence that highlights the impact of organizational commitment to employee performance. The OCB path coefficient value for employee performance is 0.178, and the p-value is less than 0.05. Hence, it can be deduced that employee performance is influenced by OCB, confirming the fifth hypothesis's statistical validity. The p-value is below 0.05 at 0.019, in addition, the path parameter is 0.065. This indicates



that the impact of transformational leadership on employee performance is using OCB, validating the statistical importance of the sixth hypothesis. An investigation into the link between organizational commitment and employee performance using OCB reveals the path parameter is of 0.098, indicating a p-value of 0.043 below the threshold of 0.05. Consequently, it may be said that the influence of transformational leadership to employee performance is indirectly affected by OCB, validating the significance of the seventh hypothesis statistically.

Discussion

Transformational leadership significantly impacts OCB. A forward-thinking leader recognizes their duties in the workplace, makes choices that are advantageous to the business, demonstrate their capacity to engage staff, acknowledge and commend staff for their accomplishments, and offer chances for staff members to flourish in their own manner, and encourages behaviors that support OCB like altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Transformational leadership includes leading, inspiring, and establishing a method of communication to assist staff members in achieving their objectives and thriving on their own. The leader's behavior and communication reflect their leadership approach, influencing employees' job outlook and restrictions as well as their duty as exemplary corporate citizens. This study presents proof that transformational leadership affects OCB, as shown by (Al-Mamary, 2021; Arifin & Narmaditya, 2024; Jiang et al., 2017; Nurjanah et al., 2020), but contradicts (Khaola & Rambe, 2021), who discovered which transformational leadership had no affect to organizational citizenship behavior.

Employees' commitment to their organization can impact their job performance and length of service with the company. Organizations need to recognize this and make an effort to foster employee loyalty. Providing favourable approach, rewards, and a favorable work environment can influence employees' positive attitudes and behavior in the direction of the company. Having a committed team is crucial for the company's success as it results in increased increased output and improved work quality. Establishing trust is essential, as it is necessary for employees to feel valued and not merely as tools for output. This research adds more proof to previous studies showing the influence of organizational commitment to OCB. The results of this research align with (Arifin & Narmaditya, 2024; Howladar & Rahman, 2021; Indarti et al., 2017), This statement indicates that organizational commitment affects OCB. The study's findings do not corroborate

Grego-Planer (2019), This study found that organizational commitment does not impact to OCB.

Transformational leadership has the ability to impact employees' performance through fostering sentiments of respect, devotion, adoration, and trust for the leader. Leaders should not simply give orders or force others to act, but instead should consider the needs of their team members along with those of the larger organization and community. They should promote skill-building and growth to prepare for future obstacles and possibilities. Motivating and empowering staff can improve performance, as leadership impact to outcomes in motivating and establishing decisions. The leader's effectiveness in directing and empowering employees is crucial for an agency, as it relies on their ability to influence their subordinates towards achieving organizational goals efficiently. This study backs up previous research that highlights the important influence of transformational leadership on employee performance. The study's findings confirm the results of Qalati et al. (2022), Meiryani et al. (2022), Shang (2023), and Arifin & Narmaditya (2024) those who argue that transformational leadership impacts employee performance.

Concept of organizational commitment is connected to loyalty towards organization, that includes trust, endorsement, and motivation to accomplish set goals. These objectives are advantageous to both the organization and its members, comprising staff. The results of this investigation are in line with other studies that were carried out by Fu & Deshpande (2014), Khan et al. (2014), and Arifin & Narmaditya (2024) suggesting which organizational commitment impact to employee performance. The results of the investigation do not back up Grego-Planer (2019), who found out that organizational commitment does not affect employee performance.

Higher levels of OCB result in enhanced employee performance, ultimately leading to an increase in overall performance. Employees' performance is evaluated based on how effectively they carry out their duties in line with set criteria. Engaging in organizational citizenship behavior in a workplace includes aiding coworkers, accepting tasks gracefully, adhering to directions, and backing the organization's advancement. This fosters a supportive work atmosphere where employees collaborate to reach shared objectives, enhancing performance. Research has shown that Sugianingrat et al. (2019), Kristian & Ferijani (2020), and Arifin & Narmaditya (2024) a connection has been discovered the relationship among OCB and an employee's overall performance.

The findings suggest which OCB is a factor in the connection between transformational leadership and employee performance. It demonstrates which transformational leadership able to make it better employee performance when employees exhibit better levels of OCB. Transformational leadership involves motivating change, enabling employees to reach higher objectives, and enhancing their skills for them to be accountable for themselves and their tasks. Robbins & Judge (2018) defines performance as the combination of reaching an objective effectively and efficiency, defined as the successful result divided by the effort required to accomplish the objective. Transformational leadership influences employee performance by including charm, inspiring motivation, stimulating intellect, and providing personalized attention to assist employees in meeting leaders' performance standards. The organizational citizenship behavior exhibited by employees involves forming new friendships and showing altruism towards others. Prudence, characterized by effective time management and high conscientiousness, plays a

role in both individual and group efficiency. Furthermore, showing positive qualities and excellent sportsmanship are achievable by avoiding making complaints. One can prevent problems and increase effectiveness by utilizing civility and compliance, like delivering warning notes or giving prior notifications, and communicating information in a kind manner. Ultimately, civic virtue provides the most efficient support for the overall health of the organization. Civic virtue is about giving high-quality assistance for the organization's benefit.

OCB can control the effect of organizational commitment to employee performance. As employees align their behavior with organizational changes and advancements, their performance will improve due to increased commitment to the organization. Commitment involves a series of anticipated actions that steer behavior towards achieving the organization's aims and targets. Committed employees are unlikely to quit their jobs and are motivated to carry out their responsibilities, following their beliefs and values. This conduct, known as OCB, could improve employee performance by inspiring them to surpass their job responsibilities.

Conclusion and recommendation

The research results indicate that OCB is affected by transformative leadership. Commitment to the company influences Organizational Citizenship Behavior. Transformational leadership affects to the performance of staff members. Employee performance is impacted by the degree of commitment they have towards the company. Organizational citizenship behavior impacts employee performance. Transformational leadership affects employee performance by way of Organizational Citizenship Behavior (OCB). OCB contributes to managing the impact of organizational commitment on employee performance. In order to improve Organizational Citizenship Behavior (OCB), workers must exchange job-related information with coworkers from different departments. Future researchers need to explore additional elements that were not incorporated in the framework, yet are believed to affect Organizational Citizenship Behavior (OCB) and employee performance.

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