

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AS A MEDIATION VARIABLE

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ABSTRACT

The purpose of this study was to analyze and explain the effect of transformational leadership and organizational commitment on employee performance with organizational citizenship behavior as a mediating variable at PT. Paramitha Auto Graha Denpasar. The research population is employees of PT. Paramitha Auto Graha Denpasar with a total sample of 68 respondents. The research instrument used a questionnaire and the analytical method used Partial Least Square (PLS) with SmartPLS software. The results of this study show that (1) transformational leadership has a negative effect on employee performance (2) organizational commitment has a negative effect on employee performance (3) transformational leadership has a significant positive effect on organizational citizenship behavior (4) organizational commitment has significant positive effect on organizational citizenship behavior (5) organizational citizenship behavior has a significant positive effect on employee performance (6) organizational citizenship behavior fully and positively and significantly mediates relationship between transformational leadership and employee performance (7) organizational citizenship behavior fully and positively and significantly mediates to the relationship between organizational commitment and employee performance.

KEYWORDS: Transformational Leadership, Organizational Commitment, Organizational Citizenship Behavior, Employee Performance

1. INTRODUCTION

Leadership has developed into the main task of the company in order to maximize the potential of employees. Organizations are increasingly focusing their efforts on aligning the authority of executives, managers, and staff to increase productivity (Mahfouz et al., 2019). Likewise, previous studies have proven impact transformational leadership during moments of hierarchical shift. Through the use of the empowerment process, transformational pioneering behavior strengthens supporters and dedication in the company (Mohamed et al., 2018). The employee who insists that his boss is adopting the approach transformational leadership will definitely experience increased dedication (Kosseck et al., 2018). Transformational leadership encourages employee creativity through broadening the depth of employee knowledge and forging partnerships with leaders. According to researchers, transformational leadership contribute to company profitability (Mahfouz et al., 2019).

Leadership is someone who has the right to give responsibility and has the power to attract or influence someone using good relationships with each other as a way to achieve company goals, Amirullah (2015). The leadership style itself aims to change the mindset of employees to be better which indicates individual interests must be set aside first, this is called a transformational leadership style (Lestari & Suryani, 2018). The success or failure of efforts to achieve company goals is determined by the quality and experience of a leader (Liyas, 2018). Transformational leaders will be leaders who inspire their followers to transcend self-interest and are able to have a profound and extraordinary influence on their subordinates. A leader who has a transformational leadership style will be an inspirational figure for his subordinates. Leaders become role models for their subordinates in acting, behaving and carrying out work responsibilities.

Based on the results of interviews with several employees from different departments at PT. Paramitha Auto Graha. There were several complaints that were complained of by almost all the employees that the researchers interviewed. Leaders do not listen to the aspirations of employees, policies that benefit several parties as well as several words and actions of leaders that according to employees reduce motivation to work and reduce employees' sense of trust in the company. The inappropriate actions of the leader affect employee performance. The relationship between transformational leadership style and employee performance has been proven in various studies. Among them research (Laksmana & Riana, 2020), and (Podungge, 2018), notes that transformational leadership has a positive and significant effect on employee performance. This research is supported by Gita & Yuniawan (2016) who say employee performance is positively and significantly influenced by transformational leadership style. However, it is inversely proportional to the research results of Yuwono et al. (2020), the results of which explain that transformational leadership has no significant effect on employee performance.

Another factor that can affect the ups and downs of employee performance is organizational commitment. Organizational commitment is closely related to employee behavior in realizing loyalty and participation when working in the organization or company. According to (Edison, 2017) commitment is defined as positive psychological motivation, where if employees want their careers to skyrocket, they must be based on strong commitment. Organizational commitment is an individual's ability to achieve goals and guidelines in an organization, because with organizational commitment, someone will issue their expertise and of course there will be a desire to stay in a company. According to (Robbins, 2015; Sapitri, 2016) defines a situation where individuals stand on the side of the organization and maintain the goals and desires of members of the organization. Opinion (Luthan, 2012; Nurjanah et al, 2020) defines organizational commitment as a strong will to become a member of the organization, a high will to the organization, believes and accepts the values and goals of the organization, from these three points, saying that promises can be interpreted as loyalty to the organization, each member pays attention to the progress of the organization on an existing basis.

Organizational commitment is useful in predicting activities and attitudes at work, because organizational commitment can describe a person's good behavior towards the company (Andhika & Mittra, 2020). This behavior can motivate someone to behave well, be disciplined and comply with organizational rules and regulations.

Organizational commitment is the relative strength of personal identification and participation in a particular organization. It can be seen that organizational commitment does not only mean passive loyalty, but also positive relationships and the desire of employees to make more meaningful contributions to the organization according to (Otto, 2018). According to (Mowday et al., 1982; Hendri, 2019) explains that existing organizational commitment is not only in the form of passive loyalty but also involves an active relationship between employees and the organization in the form of a willingness to make every effort for the success of the organization, someone who is highly committed will have identification with the organization, will be involved in work and will be loyal towards the organization, he will demonstrate behavior towards achieving organizational goals and a desire to remain with the organization. Organizational commitment is a term used to describe the readiness of an employee to accept organizational goals and face work. With organizational commitment, it will be a driving force for the emergence of OCB within the company. Because OCB cannot be separated from organizational commitment (Suartina, 2021). will be involved in work and will be loyal to the organization, he will show behavior towards achieving organizational goals and the desire to remain with the organization. Organizational commitment is a term used to describe the readiness of an employee to accept organizational goals and face work. With organizational commitment, it will be a driving force for the emergence of OCB within the company. Because OCB cannot be separated from organizational commitment (Suartina, 2021). will be involved in work and will be loyal to the organization, he will demonstrate behavior towards achieving organizational goals and a desire to remain with the organization. Organizational commitment is a term used to describe an employee's readiness to accept organizational goals and face work. With organizational commitment, it will be a driver for the emergence of OCB in the company. Because OCB cannot be separated from organizational commitment (Suartina, 2021).

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At PT. Paramitha Auto Graha, many relationships between co-workers are not good because differences in views cause a lack of a sense of solidarity between employees. This is also often the cause of disputes and problems between employees which results in an uncomfortable work environment. In fact, some employees come and go to work according to their own wishes (not according to regulations), and it becomes something normal because there has never been a reprimand or sanction. Actions that reflect a lack of commitment can affect performance of an employee. There are many studies that have discussed the relationship between organizational commitment and employee performance. Includes research from Nadapdap (2017) and Susanti & Palupiningdyah (2016), the results of which are that organizational commitment can positively and significantly influence employee performance. However, different findings from Waterkamp et al. (2017) which shows that employee performance cannot be influenced by organizational commitment.

Organizational citizenship behavior (OCB) becomes important factors that need to be considered in an organization, especially in the context of behavior outside the formal rules of the organization (extra role). Compared to in-role behavior, namely doing work according to the tasks in the job description, which is associated with extrinsic rewards or monetary rewards, extra-role behavior is more associated with intrinsic rewards. Organizational citizenship behavior (OCB) is considered as a behavior in the workplace that is in accordance with personal judgments that exceed one's basic job requirements. OCB can also be described as behavior that goes beyond the demands of a task. Organizational citizenship behavior is very important in organizational survival. Employees who have high OCB are an asset to the company because such employees will easily obey the rules that have been implemented in the company. OCB also has an important role in improving the quality and performance of a company. Unfortunately, there are still many companies that don't know what is OCB. *Organizational citizenship behavior* does not escape its relationship with employee performance. OCB is very closely related to the behavior that exists within an individual in the work environment that arises because of the basis of initiative and is free. This extra attitude is created on the basis of individuals contributing beyond their role at work and allows for rewards according to their work (Kurniawan et al., 2019).

Less tolerance among fellow employees and more concerned with individual or group interests than the interests of the company, resulting in low goodwill to help each other between employees. Lack of employee OCB at PT. Paramitha Auto Graha This affects employee performance. This is supported by research Andhika & Mittra (2020) and Bodroastuti (2016) which state that there is a positive and significant influence between OCB on employee performance. Research by Yuwanda & Pratiwi (2020) also states that there is a positive and significant influence between OCB on employee performance. This is contrary to the research results of Mustika & Surjayanti (2018) where there is a negative and significant influence between OCB and employee performance.

OCB can be grown through transformational leadership. Transformational leadership as a form of leadership in which leaders involve themselves with subordinates and create relationships that can increase motivation and morality in the relationship between leaders and subordinates. The interaction between leaders who have a transformational leadership style and their subordinates is characterized by the amount of influence that the leader has on his subordinates to change. Leaders who apply this type of transformational leadership will tend to spur their followers to produce work beyond what is expected, namely by changing the vision, being an example, providing support, and stimulating the desire to change for the better. Followers have confidence, admiration, loyalty, and respect for their leader, so they will easily do more work than expected. Leaders change and motivate followers by using charisma and intelligence. This is supported by research by Kartikaningdyah & Utami (2018) and research by Winarto and Purba (2018) which states that transformational leadership has a positive and significant effect on OCB. However, this is not in accordance with the results of research by Mulyono and Subiyanto (2021) which states that transformational leadership has a relationship but is not significant to OCB.

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Sitio (2021) with the result that OCB was proven to have no effect in mediating the relationship between transformational leadership and employee performance.

Organizational citizenship behavior (OCB) is seen as important for the continuity of an organization, arguing that if employees who have OCB will generally perform well which can thus affect better authoritative benefits. An organization will be successful if employees not only perform their main tasks, but also need to make additional efforts including pleasant behavior, helping, offering guidance, and participating effectively (Riana, 2019).

Organizational commitment is believed to be one of the factors that can affect OCB. Factors that drive OCB behavior are influenced by organizational commitment, when there is a desire to participate well in the organization and are proud to be part of the organization (Melati, 2019). This is supported by research by Andhika & Mitra (2020) showing that research results have a positive and significant influence between organizational commitment and OCB. Bodroastuti (2016) obtained results where there was a positive and significant influence between organizational commitment and OCB. There is also research discussing that OCB can mediate the relationship between organizational commitment to employee performance. According to research by Ratnaningrum (2017) and research by Nurnaningsih (2017), OCB can mediate the influence of organizational commitment on employee performance. However, this is different from research by Andhika & Mitra (2020), which states that OCB does not mediate the relationship between the influence of organizational commitment on employee performance.

Based on the above phenomenon and the findings of Research Gab in previous research, the author wants to carry out research entitled "The Influence of Transformational Leadership and Organizational Commitment on Employee Performance with Organizational Citizenship Behavior (OCB) as a Mediating Variable at PT. Paramitha Auto Graha Denpasar"

2. LITERATURE REVIEW

Goal Setting Theory

Through his publication entitled *Toward a Theory of Task Motivation and Incentives* in 1968, Locke put forward the theory of goal setting or goal setting theory with a cognitive approach. He explained that there is a relationship between goals and one's task performance. Goal setting has the idea that most human behavior is the result of goals that a person consciously chooses (Mitchell & Daniel, 2003). Locke (1980) states that individual goals (goals, intentions) will show their actions. That is, strong or weak individual behavior/action is determined by the goals to be achieved. Locke and Latham (1990) explain in more detail that motivation will arise and become strong if individuals have difficult goals or a higher level of difficulty for a specific goal compared to easy or uncertain goals, because difficult goals contain challenges. Locke and Latham's statement is in line with what Hudgetts and Luthans (2003) stated that goal setting theory focuses on how individuals set goals and respond to the overall impact of the process on motivation.

Locke (in Locke & Latham, 1990) reveals that there are two categories of goal-directed action which include "noconsciously goal directed and consciously goal directed or purposeful actions". The premise that underlies goal setting theory is the second category, namely conscious goals (Latham, 2004), where in conscious goals, ideas are useful to encourage individuals to take action. Therefore, goal setting theory assumes that there is a direct relationship between the definition of specific and measurable goals and performance; If managers know what goals they actually want to achieve, then they will be more motivated to exert effort that can improve their performance (Locke & Latham, 1990; 2002).

Goal setting explains that improving performance includes various contexts and many tasks (Pritchard, 1995). Brunstein and Gollwitzer's (1996) research concluded that failure to achieve goals can reduce motivation and performance on subsequent tasks, especially if goals are relevant to self-definition and if they reflect on failure. Quantity and quality goals are sometimes confused with each other (Gilliland & Landis, 1992); goals can increase creativity when people work alone and expect their work to be evaluated (Shalley, 1995). right. Feedback is needed to measure progress towards achieving goals (Erez, 1977). In addition, commitment to goals plays an important role to obtain motivational effects (Tubbs, 1994). Next, abilities,

Goal setting affect performance through four mechanisms (Locke, et. al., 1981), namely a) focus on and act on achieving goals, b) use more effort, c) keep doing tasks despite failure, and d) develop strategies that help achievement of objectives.

Locke (Locke & Latham, 2002) suggests that the intention to achieve goals is the main source of work motivation. That is, goals tell an employee what to do and how much effort to expend. The evidence strongly supports the value of the goal. Goal setting theory suggests that individuals are committed to those goals. This influence is related to the specificity of goals, challenges and feedback on performance. In particular, it can be said that setting specific goals can improve performance; difficult goals, when accepted, result in higher performance than easy goals; and feedback produces higher performance than no feedback.

Research Hypothesis

Effect of transformational leadership on employee performance.

Transformational leadership is described as a leadership style that can arouse or motivate employees, so that they can develop and achieve performance at a high level, beyond what they previously expected. In addition, the transformational leadership style is considered effective in any situation and culture. According to (Rustamaji et al., 2017), a transformational leader must be able to provide an example for his subordinates who is called a leader, he becomes a role model for his subordinates, can motivate employees or employees, guide his subordinates towards something even better, give them encouragement or a good spirit. strong, makes them work well, and is willing to accept challenges, leaders, employees or employees and everything in the organization leads,

Research conducted by (Prahesti et al., 2017), research (Laksmana & Riana, 2020), and research (Podungge, 2018), noted the results of their research that Transformational Leadership has a positive and significant effect on employee performance. Based on the description above, the following research hypothesis can be formulated:

H1: Transformational leadership has a positive effect on employee performance.

Effect of organizational commitment on employee performance.

Robbins Judge defines organizational commitment as the situation where a person chooses to stay with the company to achieve its goals and has the intention to always maintain membership in the organization. A person's commitment when working is a guarantee for maintaining the sustainability of the organization. When a member of an organization has loyalty embedded within themselves to stay in the company, they will definitely carry out their performance seriously so that it will have an impact on the orientation of the success and goodness of the organization. And someone who has a high commitment to their organization will of course always try hard to improve their performance in order to achieve organizational goals. According to Astuti (2021), this social exchange theory certainly involves a relationship between behavior and the environment or vice versa, so that they influence each other. And in this theory it can be concluded that if employees are treated fairly and equally by a company, it will trigger the emergence of commitment in employees so that they will work seriously and loyally in the company or choose to remain in the company so that it has an impact on increasing one's performance.

According to Kristine (2017), and Ida & Sudirjo (2015) explain that organizational commitment has a positive and significant effect on employee performance. Nadapdap (2017), Andhika & Mitra (2020) and Susanti & Palupiningdyah (2016) whose results show that organizational commitment can positively and significantly influence employee performance. Based on the description above, the research hypothesis can be formulated as follows:

H2: Organizational commitment has a positive effect on employee performance.

The Influence of Transformational Leadership on Organizational Citizenship Behavior.

Transformational leadership refers to leaders who move their subordinates or followers beyond their personal interests, through the influence of ideals or charisma, inspiration, intellectual stimulation, and transforming values, causing an increase in employee performance. OCB is a respondent's response regarding his participation in the company with sincerity and no reciprocity that can be tied. According to Northouse (2013) that a leadership style will prioritize a way for someone to participate with other parties and create a relationship by developing enthusiasm and motivation for leaders and subordinates. The existence of transformational leadership can make employees feel comfortable and satisfied in carrying out their duties with the presence of a leader,

In Kartikaningdyah & Utami's (2018) research and Winarto and Purba's (2018) research, transformational leadership has a positive and significant effect on OCB. Based on the description above, the following research hypothesis can be formulated:

H3: Transformational leadership has a positive effect on OCB.

The Influence of Organizational Commitment on Organizational Citizenship Behavior.

Organizational commitment is related when a member feels connected to a company. When an employee has high commitment, that employee tends to be reliable, loyal and work with all his might for a company. OCB is an action carried out voluntarily that can be seen and observed (Wibawa, 2017). Increasing seriousness in implementing organizational commitment will have an impact on increasing OCB behavior. According to Astuti (2021), this social exchange theory certainly involves a relationship between behavior and the environment or vice versa, so that they influence each other.

The research of Andhika & Mitra (2020) and Bodroastuti (2016) shows that the research results have a positive and significant influence between organizational commitment to OCB. Based on the description above, the research hypothesis can be formulated as follows:

H4: Organizational commitment has a positive effect on OCB.

The influence of Organizational Citizenship Behavior on employee performance.

OCB as a choice behavior that is not part of an employee's formal work obligations, but supports the functioning of the organization effectively and efficiently. OCB also refers to behavior outside of the obligations that employees should carry out. OCB is a situation where a person carries out actions voluntarily but can be seen and observed (Wibawa, 2017). Or it can be said that OCB is an act of a person at work not because of his duties but more into helping other employees work voluntarily without wanting anything in return. OCB here becomes one of the factors for achieving performance because if someone has a high voluntary attitude, it can increase work productivity and become a success in the organization (Ramadhan, 2018).

According to Astuti (2021), this social exchange theory certainly involves a relationship between behavior and the environment or vice versa, so that they influence each other. And in this theory it can be concluded that the fair and balanced behavior that the company has provided for its employees will trigger the emergence of OCB behavior where employees will do their work seriously and voluntarily without expecting anything in return. And this behavior will have an impact on increasing performance.

According to research by Andhika & Mitra (2020) and Bodroastuti (2016), there is a positive and significant influence between OCB on employee performance. Research by Yuwanda & Pratiwi (2020) also states that there is a positive and significant influence between OCB on employee performance. Based on the description above, the following research hypothesis can be formulated:

H5: OCB has a positive effect on employee performance.

The effect of transformational leadership on employee performance by mediating Organizational Citizenship Behavior.

Transformational leadership style is considered as an important factor that can affect OCB and will have an impact on employee performance. Leadership is the ability of a leader to influence other people (employees), he needs a certain leadership style or behavior, known as 21st century leadership, namely transformational leadership. According to Lensuffie (2010) that transformational leadership has the notion of leadership that aims for change, the change in question is assumed to be a better change. Transformational leadership is also defined as a leadership approach that creates positive and valuable change for an organization.

According to Prahesti et al. (2017) which states that there is a positive and significant influence of transformational leadership on employee performance as an intermediary with OCB. Other findings were proven by Nurnaningsih & Wahyono (2017) that OCB is able to mediate organizational commitment on employee performance. Based on the description above, the research hypothesis can be formulated as follows:

H6: OCB mediates transformational leadership on employee performance.

The Effect of Organizational Commitment on Employee Performance by Mediating Organizational Citizenship Behavior.

Organizational commitment is also useful in predicting activities and attitudes at work, because organizational commitment can describe a person's good behavior towards the company (Andhika & Mitra, 2020). This behavior can be a motivation for someone to behave well, be disciplined and comply with organizational rules and regulations. OCB is an action taken by someone voluntarily for organizational purposes and does not ask for something in return. And it can also be interpreted that OCB is directly related to a person's actions, not because of the demands of their job, but rather voluntary behavior. Employees will be motivated and committed to their work if they are treated fairly and equally by a company.

According to research by Ratnaningrum (2017) it states that OCB can mediate the effect of organizational commitment on employee performance. Likewise, research by Nurnaningsih (2017) states that the influence of organizational commitment on employee performance can be mediated positively and significantly by OCB. Based on the description above, the following research hypothesis can be formulated:

H7: OCB mediates organizational commitment to employee performance.

3. RESEARCH METHODS

This research uses a quantitative descriptive design which according to Sugiyono (2020: 9) is a solution procedure that is investigated by describing the condition of the subject or object of research (a person, institution, society, etc.) at the present time based on visible facts or as they are without the intention of making generally accepted conclusions or generalizations.

This research uses a form of associative causality research, namely research that seeks explanations in the form of cause-effect relationships between several concepts or several variables or several strategies developed in management. This research is directed at describing the existence of a cause-and-effect relationship between several situations described in the variables, and on that basis a general conclusion is drawn. The variables used are transformational leadership (X1) and employee commitment (X2), OCB (Y1) and employee performance (Y2).

This research will be conducted at PT. Paramitha Auto Graha or better known as PAG, which is located at Jalan Ahmad Yani Utara No.999, Banjar Paguyangan Kaja, North Denpasar. The research will be carried out from January to July 2023.

The population in this study were all employees of PT. Paramitha Auto Graha with a total of 68 employees. The sampling technique used in this research is census/saturation sampling. Saturated sampling technique is a sampling technique when all members of the population are used as samples. This is often done when the population size is relatively small, or research that wants to make generalizations with very small errors. Another term for a saturated sample is a census, where all members of the population are sampled. It can be concluded that the number of research samples is 68 people.

The data analysis technique used in analyzing the influence of the independent variables on the dependent variable in this study used the Partial Least Square (PLS) statistical method. According to Ghozali (2018: 417) the Partial Least Square (PLS) method is explained as a structural equation model based on variance (PLS) capable of describing latent variables (not directly measurable) and measured using indicators (manifest variables). Partial Least Square (PLS) does not require data that is normally distributed or with small samples.

4. RESEARCH RESULTS AND DISCUSSION

a. Hypothesis test

This study uses PLS analysis to test and analyze the research hypotheses that have been carried out previously. The results of the analysis of the research model using PLS can be seen in Table 1 below.

Table 1
Direct Relationship Hypothesis Test Results

Variable Relationships	Direct Connection	T-Statistics	P-Values	Information
Transformational Leadership (XI) to Employee Performance (Y2)	0.111NS	1,289	0.198	H1 Rejected
Organizational Commitment (X2) to Employee Performance (Y2)	0.114NS	1,243	0.215	H2 Rejected
Transformational Leadership (XI) to Organizational Citizenship Behaviour (OCB)(Y1)	0.302Sig	1,976	0.049	H3 Accepted
Organizational Commitment (X2) to Organizational Citizenship Behaviour (OCB) (Y1)	0.348sig	2,292	0.022	H4 Accepted
Organizational Citizenship	0.930 sig	21,526	0.000	H5 Accepted

<i>Behaviour</i> (OCB) (Y1) to Employee Performance (Y2)				
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Note: No Significance (NS), Significance (Sig) = T-Statistics > 1.96 at a = 5%

- 1) Transformational Leadership on Employee Performance. Based on Table 1, the path coefficient results show the direct influence of transformational leadership (X1) on employee performance (Y2) with a value of 0.111 and a t-statistic of 1.289. This means that the influence of transformational leadership on employee performance is negative or has no effect. With that, H1 is declared rejected.
- 2) Organizational Commitment to Employee Performance. Based on Table 1, the path coefficient results show the direct influence of organizational commitment (X2) on employee performance (Y2) with a value of 0.114 and a t-statistic of 1.243. This means that the effect of organizational commitment on employee performance is negative or has no effect. With that H2 is declared rejected.
- 3) Transformational Leadership on Organizational Citizenship Behavior. Based on Table 1, the path coefficient results show the direct influence of transformational leadership (X1) on organizational citizenship behavior (Y1) with a value of 0.302 and a t-statistic of 1.976. The t-statistic value of 1.976 is greater than 1.96 (alpha 5%), this means that the influence of transformational leadership on organizational citizenship behavior is significantly positive. With that H3 is declared accepted.
- 4) Organizational Commitment to Organizational Citizenship Behavior. Based on Table 1, the path coefficient results show the direct influence of organizational commitment (X2) on organizational citizenship behavior (Y1) with a value of 0.348 and a t-statistic of 2.292. The t-statistic value of 2.292 is greater than 1.96 (alpha 5%), this means that the influence of organizational commitment on organizational citizenship behavior is significantly positive. With that H4 declared accepted.
- 5) *Organizational Citizenship Behavior* On Employee Performance. Based on Table 1, it shows the results of hypothesis testing using the PLS approach which produces a direct path coefficient for organizational citizenship behavior (Y1) on employee performance (Y2) with a value of 0.930 and a t-statistic of 21.526. The t-statistic value of 21.526 is greater than 1.96 (alpha 5%), this means that the influence of organizational citizenship behavior on employee performance is significantly positive. With that H5 is declared accepted.

Table 2
Indirect Relationship Hypothesis Test Results

Variable Relationships	Indirect Relationships	T-Statistics	P-Values	Information
Transformational Leadership (X1) to Employee Performance (Y2) through Organizational Citizenship Behaviour(OCB) (Y1)	0.281Sig	1,973	0.049	H6 Accepted
Organizational Commitment (X2) to Employee Performance (Y2) through Organizational Citizenship Behaviour(OCB) (Y1)	0.323Sig	2,231	0.026	H7 Accepted

Note: No Significance (NS), Significance (Sig) = T-Statistics > 1.96 at a = 5%

1. Transformational Leadership on Employee Performance Mediated by Organizational Citizenship Behavior. Based on Table 2, it shows that the indirect effect of transformational leadership on employee performance is 0.281 and the t-statistics value is 1.973. The t-statistic value of 1.973 is greater than 1.96 (alpha 5%). This means that transformational leadership affects employee performance indirectly or significantly through organizational citizenship behavior as a mediator. So that H6 is declared accepted.
2. Organizational Commitment to Employee Performance Mediated Organizational Citizenship Behavior. Table 2 shows that the indirect effect of organizational commitment on employee performance is 0.323 with a t-statistics value of 2.231. The t-statistic value of 2.231 is greater than 1.96 (5% alpha). This means that organizational commitment affects employee performance indirectly or significantly through organizational citizenship behavior as a mediator. So H7 is declared accepted.

Table 3
Mediation Test Results

No	Mediation Variables <i>Organizational Citizenship Behavior</i> (OCB) (Y1)	Effect Coefficient				
		A	B	C	D	Note
1	Transformational Leadership (X1) => Employee Performance (Y2)	0.111 (NS)	0.392 (Sig)	0.302 (Sig)	0.930 (Sig)	Full Mediated
2	Organizational Commitment (X2) => Employee Performance (Y2)	0.114 (NS)	0.438 (Sig)	0.348 (Sig)	0.930 (Sig)	Full Mediated

Note: No Significance (NS), Significance (Sig) = T-Statistics > 1.96 at $\alpha = 5\%$

1. *Organizational Citizenship Behavior* able to fully mediate Transformational Leadership on Employee Performance. This result is shown from the mediation test carried out on effects B, C and D which have significant values (T-statistic > 1.96), but on effect A the value is not significant (T-statistic < 1.96). In addition, the indirect effect path coefficient obtained is significant at 0.281. Based on these results it can be stated that mediation is full (full mediation). These findings provide clues to the mediating variable OCB (Y1) as a determinant of the indirect influence of transformational leadership (X1) on employee performance (Y2). This is because, transformational leadership (X1) does not have a significant direct effect on employee performance (Y2).
2. *Organizational Citizenship Behavior* able to fully mediate Organizational Commitment to Employee Performance. These results are shown from the mediation test conducted on effects B, C and D which have a significant value (T-statistic > 1.96), but for effect the value is not significant (T-statistic < 1.96). In addition, the indirect effect path coefficient obtained is significant at 0.323. Based on these results it can be stated that mediation is full (full mediation). These findings provide clues, mediating variable OCB (Y1) as a determinant of the indirect effect of organizational commitment (X2) on employee performance (Y2). This is because, organizational commitment (X2) does not have a significant direct effect on employee performance (Y2).

b. Discussion

Based on the results of the analysis described above, this section will discuss the results of hypothesis testing one by one.

Transformational Leadership Has a Positive and Significant Influence on Employee Performance

Based on the overall results of hypothesis testing, it shows that the effect of transformational leadership on employee performance is negative or has no effect. This means that the transformational leadership style possessed by the leaders of PT. Paramitha Auto Graha cannot directly influence employee performance. The results of this study are not in accordance with research conducted by (Prahesti et al., 2017), research (Laksmana & Riana, 2020), and research (Podungge, 2018), noted the results of their research that transformational leadership has a positive and significant effect on employee performance.

Organizational Commitment Has a Positive and Significant Influence on Employee Performance

Based on the overall results of hypothesis testing, the influence of organizational commitment on employee performance is negative or has no effect. This means that the level of organizational commitment owned by PT. Paramitha Auto Graha cannot directly influence employee performance. The results of this study are not in accordance with research conducted by Kristine (2017) and Ida & Sudirjo (2015) explains that organizational commitment has a positive and significant effect on employee performance. Nadapdap (2017), Andhika & Mitra (2020) and Susanti & Palupiningdyah (2016), the results of which organizational commitment can positively and significantly affect employee performance.

Transformational Leadership Has a Positive and Significant Influence on Organizational Citizenship Behavior.

Based on the overall results of hypothesis testing, it shows that the influence of transformational leadership on organizational citizenship behavior is significantly positive. This means that the better the transformational leadership style possessed by the leadership of PT. Paramitha Auto Graha can improve employee organizational citizenship behavior. The results of this study are in accordance with research conducted by Kartikaingdyah & Utami (2018) and research by Winarto and Purba (2018) say that transformational leadership has a positive and significant effect on OCB.

Organizational Commitment Has a Positive and Significant Influence on Organizational Citizenship Behavior.

Based on the overall results of hypothesis testing, it shows that the influence of organizational commitment on organizational citizenship behavior is significantly positive. This means that the better the organizational commitment possessed by PT. Paramitha Auto Graha can improve employee organizational citizenship behavior. The results of this study are in accordance with research conducted by Andhika & Mittra (2020) and Bodroastuti (2016) shows that research results have a positive and significant influence between organizational commitment and OCB.

Organizational Citizenship Behavior Positive and Significant Influence on Employee Performance.

Based on the overall results of hypothesis testing, it shows that organizational citizenship behavior has a significant positive effect on employee performance. This means that the better organizational citizenship behavior possessed by employees can improve the performance of PT employees. Paramitha Auto Graha. The results of this study are in accordance with research conducted by Andhika & Mittra (2020) and Bodroastuti (2016) there is a positive and significant influence between OCB on employee performance. Research by Yuwanda & Pratiwi (2020) also states that OCB has a positive and significant influence on employee performance.

Transformational Leadership Has a Positive and Significant Influence on Employee Performance by Mediating Organizational Citizenship Behavior.

Based on the overall results of hypothesis testing, it shows that transformational leadership can only have a positive and significant effect on employee performance through organizational citizenship behavior. Thus, organizational citizenship behavior acts as an intermediary or mediator between transformational leadership and employee performance at PT. Paramitha Auto Graha. This means that transformational leadership is unable to influence employee performance significantly without organizational citizenship behavior as a mediator. The results of this study are in accordance with research conducted by Prahesti et al. (2017) which states that there is a positive and significant influence of transformational leadership on employee performance as an intermediary with OCB. Other findings were proven by Nurnaningsih & Wahyono (2017) that OCB is able to mediate organizational commitment on employee performance. Transformational leadership style is considered as an important factor that can affect OCB and will have an impact on employee performance PT. Paramitha Auto Graha. Leadership is the ability of a leader to influence other people (employees), he needs a certain leadership style or behavior, known as leadership this century, namely transformational leadership.

Organizational Commitment Has a Positive and Significant Influence on Employee Performance by Mediating Organizational Citizenship Behavior

Based on the overall results of hypothesis testing, it shows that organizational commitment can only have a significant positive effect on employee performance through organizational citizenship behavior. Thus organizational citizenship behavior acts as an intermediary or mediation between organizational commitment to employee performance at PT. Paramitha Auto Graha. The results of this study are in accordance with research conducted by Ratnaningrum (2017) and Nurnaningsih's research (2017) stated that OCB can mediate the effect of organizational commitment on employee performance.

Organizational commitment can be a motivation for someone to behave well, be disciplined and comply with organizational rules and regulations. OCB is an action taken by someone voluntarily for organizational purposes and does not ask for something in return. And it can also be interpreted that OCB is directly related to a person's actions, not because of the demands of their job, but rather voluntary behavior.

5. CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research and discussion in the previous chapter, several conclusions can be drawn as follows:

1. Transformational leadership has no effect on employee performance. This means that the transformational leadership style possessed by the leaders of PT. Paramitha Auto Graha cannot directly influence employee performance.
2. Organizational commitment has no effect on employee performance. This means that the level of organizational commitment possessed by PT. Paramitha Auto Graha cannot directly influence employee performance.
3. Transformational leadership has a positive and significant effect on organizational citizenship behavior. This means that the better the transformational leadership style possessed by PT leaders. Paramitha Auto Graha can increase the value of employee organizational citizenship behavior.

4. Organizational commitment has a positive and significant effect on his civic citizenship behavior. This means that the better the organizational commitment possessed by PT. Paramitha Auto Graha can improve employee organizational citizenship behavior.
5. *Organizational citizenship behavior* has a positive and significant effect on employee performance. This means that the higher the extra role of mutual assistance (OCB) owned by company employees, the higher the employee's intention to improve their performance.
6. *Organizational citizenship behavior* fully mediate the influence of transformational leadership on employee performance. This means that organizational citizenship behavior possessed by employees is able to strengthen the effect of the transformational leadership style applied by the leadership of PT. Paramitha Auto Graha on employee performance.
7. *Organizational citizenship behavior* fully mediate the influence of organizational commitment on employee performance. This means that organizational citizenship behavior possessed by employees is able to strengthen the influence of organizational commitment implemented by PT. Paramitha Auto Graha on employee performance.

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