



Transformational leadership, affective commitment with Organizational citizenship behavior mediation to employee performance

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ABSTRACT

In this study, it was conducted to determine the effect of transformational leadership and affective commitment on employee performance with organizational citizenship behavior as a mediating variable. This research was conducted at the Community and Village Empowerment Office of West Sumatra Province. The independent variables in this study are transformational leadership and affective commitment and organizational citizenship behavior as mediating variables while employee performance is used as the dependent variable. Sampling technique with probability samples. So that the population of respondents used as many as 105 employees. The analytical method used is descriptive statistical analysis and inferential analysis using SmartPLS 3.0. The results of the research show that transformational leadership has no effect on employee performance; affective commitment has no effect on employee performance; organizational citizenship behavior affects employee performance; transformational leadership influences organizational citizenship behavior; affective commitment affects organizational citizenship behavior; then organizational citizenship behavior as a mediating variable affecting transformational leadership on employee performance; and organizational citizenship behavior as a mediating variable affecting affective commitment to employee performance.

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INTRODUCTION

In today's competitive environment and globalized world, where boundaries have disappeared as a result of continuous developments in communication and technology, the attitudes and behavior of employees in their organizations are becoming more important in terms of employee performance, strategic human resource management (SHRM), the leadership role of senior managers. In this study, the effects of (SHRM) and servant leadership on the 'rule breaking' behavior and 'job satisfaction' of employees in their organizations have been examined. Future studies should focus on individual attitudes and behavior in order to develop new theoretical

concepts and better study related to human resources and leadership styles (Adiguzel et al., 2020). Organizations are faced with increasing uncertainty as they navigate today's "grand challenges", or highly significant problems not typically confined to national, economic, or societal borders. The grand challenges of today are diverse, involving a range of complex issues such as climate change, severe economic downturns, and political instability. In our interconnected world, these significant problems can pose an immediate threat to organizations' vitality and survival, encouraging organizations to remain responsive and adaptive as they organize and manage their workforce (Carnevale & Hatak, 2020).

As one of the priority organizational assets, improving human resources has its own uniqueness compared to other factors. Humans have minds, thoughts, desires, knowledge, abilities, and exhibit different behaviors. We need to handle this diversity and create teamwork to make a difference in facing this era of global competition. Therefore, to achieve organizational goals, we need to lead people in the organization. Human Resources is more strategic for organizations to achieve the goals set, because human resource management is considered the most important organizational asset that requires proper employee management (Yuniarsih and Suwatno, 2011). The main goal of an organization's stakeholders is expected to support organizational effectiveness, namely the behavior of human resources in the workplace. Organizational effectiveness is at the individual, group, and organizational levels, with fewer absenteeism, lower employee turnover, and minimal organizational deviance, as measured by work interactions (Zeinabadia, 2010). There is a commitment to achieve human performance to achieve job satisfaction in Companies and Organizational Citizenship Behavior (Robbins and Judge, 2008).

In government organizations, employees as human resources owned by the state are called the State Civil Apparatus (ASN). In Article 1 of Law Number 5 of 2014 concerning the State Civil Apparatus, it is explained that Civil Servants, hereinafter referred to as State Civil Apparatuses, are given assignments in a government position or entrusted with other state duties and are paid based on statutory regulations. As government administrators and government employees, ASN strives to provide the best service to the community. To achieve improvements in public services, we must become trusted professionals who can carry out assigned tasks effectively and efficiently. This makes it possible to provide services to the community in a better, faster and more satisfying way. Because organizations need dedicated employees.

Employee performance plays a very important role in this progress, because basically organizations are run by humans, so real performance is human behavior in carrying out their roles in an organization. According to Mangkunegara (2005) confirms that employee performance is the result of work (work achievements) in quantity and quality that has been achieved by an employee in carrying out his duties in accordance with the responsibilities that have been given to him. Meanwhile, according to Mathis and Jackson (2002) employee performance is how much employees contribute to the company through output quantity, output quality, time period, attendance at work and cooperative attitude. At the Community and Village Empowerment Service of West Sumatra Province, Financial Realization was lower than what had been targeted at the beginning of planning. This means that various efforts have been made to realize office facilities and infrastructure, but the implementation of programs and activities is still not optimal. Physical realization compared to financial realization is lower than the maximum listed in the table, and the level of employee involvement in the preparation and implementation of the budget is based on the group of fields contained in the department. Synergy or synchronization between employees in developing programs and activities. In addition, the success of a Regional Apparatus Organization can be seen from the achievement of the annual SAKIP score. SAKIP is a Government Agency Performance Accountability System, where this system is an integration of planning systems, budgeting systems and performance reporting systems, which are aligned with the implementation of financial accountability systems.

Based on the pre-survey conducted by (Ariyani & Sugiyanto, 2020), the fundamental factor in decreasing employee performance is related to organizational commitment. Employees feel uncomfortable at work, employee discomfort is due to work that is monotonous and done every day which makes employees bored and thinks that work is just something that is done only for busyness, this leads to an absence of emotional ties between employees and work or the organization. In addition, employees who feel lacking in the compensation provided by the company, they think if there is a more profitable offer outside the organization then they will take the opportunity to leave the organization now and pursue more profitable opportunities. Employees feel the competence or expertise they have is greater than skills required in the current job. Furthermore, policies and regulations that are too strict where companies issue Transfer Decrees to employees are fairly fast. Mutations that are often carried out cause employee responsibilities towards the current job reduce. The pre-survey data shows there is a relationship between employee commitment and performance.

In Sasaki et al., (2020), to maintain employees performance organization needs to maintain mental health by reducing fear and worry. In that study also suggested that an employee's mental health also can be the reason for their performance. Organizations need to fight against coronavirus and maintain sound health and safety to develop the sound performance of employees. Employee training on safety can be more effective to measure health safety and increase employee's performance (Opatha, 2020). The employee's performance is the cornerstone for the organization. If any organization wants to maintain good performance, the organization needs to assure that employees' performance is good as well (Carnevale & Hatak, 2020). In this case, every organization is required to record and report every use of state finances and compliance with applicable regulations. From the data above, it can be seen that the financial and physical realizations show that the implementation of programs and activities has not been maximized. It also illustrates how the performance of an organization is not optimal. A number of studies have examined the roles of work empowerment in relation to employees job behaviors and commitment. When employees are empowered in their work, they are likely to pay more attention to extra-role efforts, demonstrate independence and purchase higher commitment to the organization. Because empowered employees are more eager to find meaning of their work, control what they do and make differences in their work, they are highly engaged in their work and more motivated to achieve higher levels of performance (Brian Joo et al., 2020).

Yuki in Khan et al. (2019) suggests guidelines for leaders who want to inspire and motivate their followers by developing a clear and attractive vision and explaining how this vision can be achieved. As quoted in LAKIP services, the format of the strategy used by Dinas managers to improve employee performance in order to increase the service work productivity, the Head of Community and Village Empowerment Service of West Sumatra Province determines the functions of the Dinas as formulating policies in the social sector, implementing policies in the field of community empowerment, implementing evaluation and reporting, implementing services administration and implementing functions other matters given by the Governor related to his duties and functions. Based on empirical observations from the author, at the Community and Village Empowerment Service of West Sumatra Province, organizational performance can be seen from the achievement of the annual SAKIP score. In 2021, the Office has not been able to improve the results of the Organization's performance achievements to the values above, namely BB, A and AA.

Leadership support allows activities and resources to be managed effectively and clarifies role expectations and task performance standards (Cheung & Wong, 2011). Employees who have access to adequate resources, constructive feedback, and valuable information because the leader's support will positively change their perception of their performance will increase. Affective commitment to the organization is positively related to performance in the role (Park and Rainey, 2007) because when emotional attachment to the organization increases, the willingness of

employees to do the best for the organization increases. There must be a good reason for an employee to become emotionally attached to an organization. Transformational leadership is described as the ability of a leader to examine the demands of his or her employees through motivational and inventive approaches to achieve results (Mohd Zaki et al., 2021).

According to Hidayat et al. (2021), in the context of leadership, a consistency is needed from the leader in his actions and words, so that employees trust to their leaders can be achieved. When leaders emphasize a common mission, leaders are expected to serve common interests and they goes beyond their self-interest, because discrepancy seen between what the leaders said and employee seen every day will have a negative impact to employee trust and confidence, and will create less harmonious relationship between leaders and employees. In terms of job satisfaction, advised to look at aspects of employee education in career advancement, because if employees who have higher education have never been promoted because they come from regions or universities that do not contribute much in contributing employees, these things will trigger their desire to resign, in which most employees who easily leave the organization are employees who have high education and experience, because they feel able to find better jobs. Besides, to increase satisfaction regarding career paths, new regulations are needed which is focused on transparency in clarity of promotion time, level of education, and achievement required.

Meanwhile, Organizational Citizenship Behavior refers to independent individual behavior not directly or explicitly recognized by a formal reward system, and as a whole promotes efficient and effective organizational functioning (Organ et.al., 2006). Sportsmanship, Civic Virtue and Helping are important factors in influencing employee retention in an organization. So that Organizational Citizenship Behavior has a significant influence on employee performance.

RESEARCH METHOD

Sampling can be done in two ways, namely stochastic sampling and non-stochastic sampling. This survey uses a census probability sampling or saturated sampling technique. With this technique, every member of the population has the same chance of being selected as the sample. Probability or census sampling according to Sugiyono (2008) is a sampling technique in which all members of the population are sampled. This census sample was carried out because the respondents were members of a population that could provide information related to research conducted by researchers. Therefore, the sample of this study was 105 employees at the PMD Office of West Sumatra Province. To get the necessary data, researchers conducted a survey. A survey is a data collection that provides or distributes a list of questions about transformational leadership, affective commitment, employee performance and OCB to respondents in the hope that they will answer the list of questions (Prasetio et al., 2015). The method used in analyzing the data for this research is descriptive statistical analysis. According to Sugiyono (2014) descriptive analysis is a form of statistics that helps someone to analyze or explain the collected data as it is, without intending to draw or generalize general conclusions.

According to the formal hypothesis, in this study, this survey measures the statistical inferred data analysis where the measurement model (external model), model structure (internal model), and the SmartPLS software starts with a test hypothesis (Ghozali, 2015). According to Ghozali (2015) PLS is an alternative approach to the Structural Model (SEM) approach. Covariance based SEM generally tests causality/theory and PLS is a memory model. PLS is a very powerful analytical method that must meet the requirements for obtaining data formats and does not require large sample sizes.

To evaluate the measurement model, it is carried out through convergent validity testing which is assessed based on outer loadings or loading factors and Average Variance Extracted (AVE). Usually in research used a loading factor limit of 0.70. An indicator can be declared to meet convergent validity and have a high level of validity when the outer loadings value is > 0.70 . While the Convergent Validity Test means that a set of indicators represents one latent variable and the

underlying latent variable. This representation can be demonstrated through unidimensionality which can be expressed using the average value of the extracted variance (Average Variance Extracted / AVE). The AVE value is at least 0.5. This value describes adequate convergent validity which means that one latent variable is able to explain more than half of the variance of its indicators on average (Ghozali, 2016). This test is conducted to see how big the difference between variables. The next condition that must also be met is the square root of the AVE for each variable. It must be greater than the correlation value with other variables.

Discriminant validity is carried out to ensure that each concept from each latent model is different from other variables. Validity testing is carried out to find out how precisely a measuring instrument performs its measurement function (Ghozali, 2016). In SMART-PLS, discriminant validity testing can be assessed based on the Fornell-Larcker criterion and cross loading. In the Fornell-Larcker criterion test, discriminant validity can be said to be good if the roots of the AVE in the construct are higher than the construct's correlation with other latent variables, whereas in the cross loading test it must show a higher indicator value from each construct compared to indicators in other constructs (Sekaran and Bougie, 2016). While testing discriminant validity with the Heterotrait-Monotrait Ratio (HTMT) table can be seen from the numbers contained in the table which cannot exceed 0.85 (Tabri & Elliott, 2012).

The reliability test in PLS can use two methods, namely Cronbach's alpha and composite reliability. Cronbach's alpha measures the lower limit of the reliability value of a construct while composite reliability measures the actual value of the reliability of a construct. Composite reliability is considered better in estimating the internal consistency of a construct. The rule of thumb used for the Composite Reliability value is greater than 0.7 and the Cronbach's alpha value is greater than 0.7 (Ghozali, 2016). Reliability relates to the precision and accuracy of measurements. Reliability testing was carried out to test whether the data obtained from research instruments showed sufficient internal consistency.

Analysis using structural equation modeling (SEM). This allows you to perform path analysis with hard-to-observe latent variables. SEM analysis uses the smartPLS 3.0 program to use a variance-based approach, also known as partial least squares (pls). The structural model consists of unobservable and theoretically related structures. This test involves estimating the path coefficient which identifies the strength of the relationship between the independent and dependent variables. When you test this structural model, bootstrap functions are used to generate important values for path relationships between latent variables. The PLS structural model was evaluated using the R-squared of the dependent structures, path coefficient values, or the t values of each path to examine the importance between structures in the structural model. The value of the coefficient of determination is a goodness-of-fit test model (Ghozali, 2016).

The next test is to confirm the significance of the influence between variables by testing the significance value of the parameter coefficient values and the t-statistic values. The path factor value indicates the significance level of the hypothesis test. The path coefficient value given by the statistical value must be greater than 1.96 for a two-sided hypothesis and greater than 1.64 for a one-sided hypothesis.

The process of testing the hypothesis is carried out by looking at the magnitude of the t-statistic value using a significance level of 95% ($\alpha = 0.05$). The t-table value with a significance level of 95% is 1.96. As a barrier to reject and accept the proposed hypothesis refers to the value of 1.96, where if the t-table value is in the range of -1.96 and 1.96, then the hypothesis will be rejected.

Then to test the hypothesis regarding the mediating variable, the test uses the Sobel Test. The Sobel test is carried out by testing the strength of the indirect influence of the independent variable (X) on the dependent variable (Y) through the Mediation variable (Z). The indirect effect of X on Y via Z is calculated by multiplying the path $X \rightarrow Z$ (a) by the path $Z \rightarrow Y$ (b) or ab. So the coefficient $ab = (c - c')$, where c is the effect of X on Y without controlling Z, while c' is the coefficient of the effect of X on Y after controlling Z. To test the significance of the indirect effect,

we need to calculate the t value of the coefficient ab with the formula $t = \frac{ab}{\sqrt{sab}}$, to test this hypothesis can be done with the criteria if the calculated t value is compared with t table which is 1.96 for a significant 5%. If the calculated t value is greater than the t table value, it can be concluded that there is a mediating effect (Ghozali, 2015).

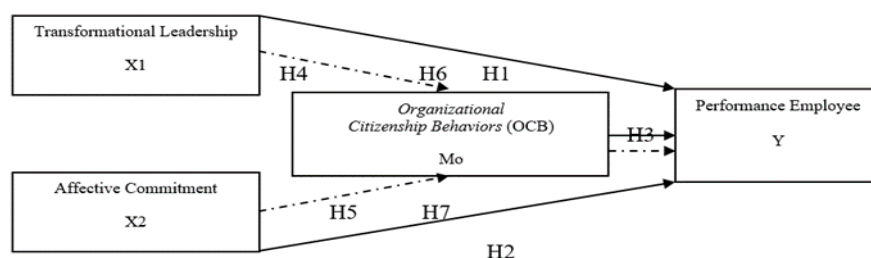


Figure 1. Conceptual Framework

From the picture above, the hypothesis is obtained as follows :

- H1 : Transformational leadership affects the employee performance at the Community and Village Empowerment Office of West Sumatra Province.
- H2 : Affective Commitment affects the employee performance at the Community and Village Empowerment Office of West Sumatra Province.
- H3 : Organizational Citizenship Behavior affects the performance of employees in the Community and Village Empowerment Service of West Sumatra Province.
- H4 : Transformational leadership influences OCB behavior for employees at the Community and Village Empowerment Office of West Sumatra Province.
- H5 : Affective Commitment influences OCB behavior for employees of the Community and Village Empowerment Office of West Sumatra Province.
- H6 : Transformational leadership influences employee performance with OCB as a mediating variable at the Community and Village Empowerment Office of West Sumatra Province.
- H7 : Affective commitment affects employee performance with OCB as a mediating variable at the Community and Village Empowerment Office of West Sumatra Province.

RESULTS AND DISCUSSIONS

This research was conducted on employees at the Community and Village Empowerment Office of West Sumatra Province. Researchers used quantitative research methods in which the sample was determined using a purposive sampling technique. Questionnaires were distributed to 105 samples (Edinov et al., 2022). The respondents can then be broken down by gender, age, last education, and length of work. This aspect has an important role in knowing how the effect of Transformational Leadership and Effective Commitment on Employee Performance is mediated by Organizational Citizenship Behavior at the Community and Village Empowerment Service of West Sumatra Province.

Majority of respondents in the analysis of the characteristics of respondents based on gender, were dominated by female respondents totaling 61 people or 58.10% of the total respondents. While the fewest respondents were men, totaling 44 people or 41.90% of the total respondents. This shows that doing work is influenced by women. With the majority of respondents being in the age group ≥ 50 years, namely 82 people or 78.11%. Then followed by 15 people aged 31-40 years or 6.66%, and the respondent with the smallest age, namely age ≤ 25 years, was 1 person with a percentage of 0.95%. This shows that in carrying out work, the Community and Village Empowerment Office of West Sumatra Province is dominated by employees aged ≥ 40 years. Then, respondents with the last educational background. The results showed that the

majority of respondents had an bachelor's level of education of 43 people with a percentage of 40.95%, followed by respondents with junior high/high school education of 35 people with a percentage of 33.33%, respondents with a D3 education with a total of 11 people or 10.47% and followed by Master education as many as 16 people with a percentage of 15.25%. This shows that employees who work at the Community and Village Empowerment Office of West Sumatra Province have the latest background as a bachelor's degree. Then, the most respondents in this study were more than 5 years, namely as many as 87 people or 82.86%. Then followed by respondents with 3-5 years as many as 10 people or 9.52% and the smallest is less than 3 years as many as 8 people or only 7.62% of the total respondents. This shows that employees are dominated by employees who have worked for more than 5 years.

Based on the research method described in Chapter 3, this study used the SEM-PLS method of measurement by analyzing the outer model used to test validity and reliability and the inner model analysis used for hypothesis testing. Validity test is carried out using statistical software which is presented with three kinds of tests, namely convergent validity, where there are two kinds of tests namely outer loading and average variance extracted (AVE), and discriminant validity which is divided into three kinds of tests namely cross loading, Fornell Larcker and Heterotrait-Monotrait Ratio (HTMT). The following is the calculation result of the SEM-PLS model after removing invalid indicators.

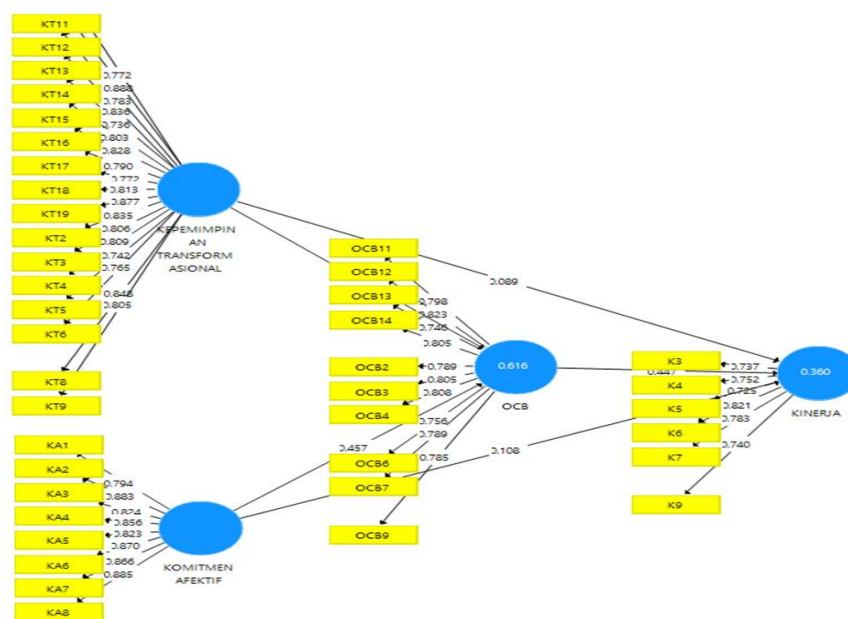


Figure 2. Outer Loading Result

Based on the picture above, it shows that the R-square value is in the range of 0.341 to 0.616. Based on this, the calculation results for weak R² are 0.360 and 0.341, moderate R² are 0.616 and 0.608. The picture above shows that the effect of all independent variables on the dependent variable with R² of employee performance is 0.341. This shows that 34.1% of employee performance is explained by the variables of transformational leadership, affective commitment and organizational citizenship behavior. While the remaining 65.9% is influenced by other variables not explained in this study. While in OCB it can be seen that the R Square value is 0.616 where it can be seen that 61.6% of this research is strongly influenced by Organizational Citizenship Behavior variables. Where only about 38.4% is influenced by other variables not explained in this study. If the value of the R-square number is getting bigger, this can show that the

independent variable can explain the dependent variable so that the structural equation is getting better.

Evaluation of discriminant validity can be performed using the Average Variance Extracted (AVE) method for latent variables. The AVE value describes the large variety of variables that can be owned by latent constructs. A minimum AVE value of 0.5 indicates a good measure of convergent validity. That is, latent variables can explain on average more than half of the variance of the indicators.

Table 1. Average Variance Extracted (AVE) Result

Variable	Average Variance Extracted (AVE)
Transformational Leadership	0.651
Performance Employee	0.578
Affective Commitment	0.724
OCB	0.625

Based on the table above, the average variance extracted (AVE) value for transformational leadership, affective commitment, employee performance and organizational citizenship behavior is more than 0.5. This proves that all the constructs used in this study have a good validity value, while the Cronbach alpha value for all variable indicators has a value greater than 0.6.

Discriminant validity is seen by paying attention to the cross loading value, Fornell Larcker and Heterotrait-Monotrait Ratio (HTMT). The cross loading value aims to assess the adequate level of discriminate validity in each construct, namely by comparing the correlations between constructs. This is done by seeing that the latent construct predicts the size of their block better than the size of any other block. The following is an overview showing the results of discriminant validity of the cross loading values between the indicators and each construct.

Table 2. Cross Loading Result

	Transformational Leadership	Performance Employee	Affective Commitment	OCB
K3	0.370	0.737	0.348	0.458
K4	0.278	0.752	0.359	0.374
K5	0.243	0.725	0.174	0.193
K6	0.284	0.821	0.242	0.396
K7	0.523	0.783	0.497	0.592
K9	0.365	0.740	0.472	0.478
KA1	0.500	0.410	0.794	0.463
KA2	0.585	0.435	0.883	0.608
KA3	0.521	0.350	0.824	0.584
KA4	0.554	0.366	0.856	0.582
KA5	0.625	0.430	0.823	0.702
KA6	0.607	0.423	0.870	0.670
KA7	0.658	0.488	0.866	0.623
KA8	0.653	0.464	0.885	0.700
KT1	0.772	0.373	0.524	0.550
KT10	0.888	0.457	0.600	0.605
KT11	0.783	0.516	0.520	0.507
KT12	0.836	0.319	0.566	0.618
KT13	0.736	0.407	0.480	0.596
KT14	0.803	0.373	0.501	0.487
KT15	0.828	0.318	0.610	0.563
KT16	0.790	0.292	0.633	0.574
KT17	0.772	0.326	0.625	0.635
KT18	0.813	0.358	0.578	0.575

KT19	0.877	0.400	0.647	0.624
KT2	0.835	0.356	0.530	0.573
KT3	0.806	0.400	0.513	0.580
KT4	0.809	0.450	0.499	0.534
KT5	0.742	0.385	0.466	0.551
KT6	0.765	0.352	0.558	0.541
KT8	0.848	0.464	0.609	0.587
KT9	0.805	0.432	0.633	0.630
OCB11	0.587	0.391	0.547	0.798
OCB12	0.677	0.454	0.658	0.823
OCB13	0.545	0.413	0.625	0.746
OCB14	0.659	0.458	0.703	0.805
OCB2	0.504	0.516	0.514	0.789
OCB3	0.542	0.571	0.618	0.805
OCB4	0.506	0.434	0.534	0.808
OCB6	0.398	0.442	0.469	0.756
OCB7	0.499	0.425	0.523	0.789
OCB9	0.659	0.535	0.548	0.785

It can be seen in the table above that the correlation value of constructs with indicators is greater than the correlation values with other constructs. So it can be concluded that all latent constructs show good discriminant validity because they can predict other block indicators. Furthermore, discriminant validity can be seen by assessing the Fornell-Larcker Criterion. This assessment is to compare the Square Root of the AVE value with the latent variable correlation. Here you can see the results of Fornell-Larcker in table 3 is Fornell-Larcker results in particular, the square root of each AVE construct must be greater than the highest correlation of the other constructs.

Table 3. Fornell-Larcker Criterion Result

Variable	Transformational Leadership	Performance Employee	Affective Commitment	OCB
Transformational Leadership	0.807			
Performance Employee	0.483	0.760		
Affective Commitment	0.696	0.497	0.851	
OCB	0.713	0.590	0.732	0.791

Then Discriminant Validity by using the Heterotrait-Monotrait Ratio (HTMT) table where the data is said to be valid if the value does not exceed 0.85. The following are the results of the test in table 4 below.

Table 4. Heterotrait-Monotrait Ratio (HTMT) Result

Variable	Transformational Leadership	Performance Employee	Affective Commitment	OCB
Transformational Leadership				
Performance Employee	0.491			
Affective Commitment	0.722	0.504		
OCB	0.740	0.603	0.765	

It can be seen that all variables are not more than 0.85 from the Heterotrait-Monotrait Ratio (HTMT) test with the highest score, namely the effect of affective commitment with organizational citizenship behavior with a value of 0.675 and the lowest score, namely the effect of transformational leadership on performance with a value of 0.491. So it can be concluded that the results of the Heterotrait-Monotrait Ratio (HTMT) test are said to be valid.

After that, the extent to which the measuring instrument is reliable or trusted. The reliability test in this study used the coefficient measurement technique from Cronbach Alpha. The

highest reliability of the cronbach's alpha value is in Transformational Leadership with a cronbach's alpha value of 0.968. Thus these results indicate that all variables in the study have good reliability. The reliability test with composite reliability can be strengthened by using the Cronbach alpha value. A variable is declared reliable if it has a Cronbach alpha value > 0.6.

Table 5. Cronbach’s Alpha Result

Variable	Cronbach's Alpha	Result
Transformational Leadership	0.968	Reliable
Performance Employee	0.858	Reliable
Affective Commitment	0.945	Reliable
Ocb	0.933	Reliable

From the table above it is found that for all variable indicators it has a value greater than 0.6. The highest reliability of the cronbach's alpha value is in Transformational Leadership with a cronbach's alpha value of 0.968. Thus these results indicate that all variables in the study have good reliability.

The output is known to be related to the variable and the indicator is if the coefficient or direction of the variable relationship (seen from the original sample value) is in line with the hypothesis, if the t-statistic value is > 1.96 and the p-value is <0.05 then the indicator is more dominant in measuring the variable or these indicators have a direct influence between the variables. So it can be concluded as in table 6 below.

Table 6. Path Coefficient (T-Values, P-Values)

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership → Performance Employee	0.089	0.083	0.147	0.604	0.546
Transformational Leadership → OCB Affective Commitment → Performance Employee	0.395	0.407	0.087	4.536	0.000
Performance Employee Affective Commitment → OCB	0.108	0.105	0.150	0.719	0.472
OCB → Performance Employee Mediating Transformational Leadership → Performance Employee	0.457	0.450	0.091	4.997	0.000
OCB → Performance Employee Mediating Affective Commitment → Performance Employee	0.447	0.459	0.164	2.731	0.007
Transformational Leadership → Performance Employee Mediating Affective Commitment → Performance Employee	0.177	0.183	0.070	2.535	0.012
Performance Employee Mediating Affective Commitment → Performance Employee	0.204	0.209	0.094	2.165	0.031

Based on the table above, calculations to see the direct effect between variables and variables with dimensions, it can be seen that there are two hypotheses that are rejected, namely H1 "The Influence of Transformational Leadership on Employee Performance" because it has a P-Values of 0.546 greater than a significance level of 0.05 and the T-statistic value of 0.604 is smaller than the T-table of 1.962 and H2 "The Effect of Affective Commitment on Employee Performance" because it has a P-Values of 0.472 greater than the significance level of 0.05 and a T-statistic value

of 0.719 smaller than the T-table of 1.962. and the mediating effect can be seen that each variable has a t-statistic above 1.96 in which all variables are fully mediated and have an influence on one another. This study examines the indirect effect of transformational leadership and affective commitment on employee performance through organizational citizenship behavior as the mediating variable. So the following results are obtained :

- H1 : Transformational leadership has no effect on employee performance at the Community and Village Empowerment Office of West Sumatra Province.
- H2 : Affective Commitment has no effect on employee performance at the Community and Village Empowerment Office of West Sumatra Province.
- H3 : Organizational Citizenship Behavior affects the performance of employees in the Community and Village Empowerment Service of West Sumatra Province.
- H4 : Transformational leadership influences OCB behavior for employees at the Community and Village Empowerment Office of West Sumatra Province.
- H5 : Affective Commitment influences OCB behavior for employees of the Community and Village Empowerment Office of West Sumatra Province.
- H6 : Transformational leadership influences employee performance with OCB as a mediating variable at the Community and Village Empowerment Office of West Sumatra Province.
- H7 : Affective commitment affects employee performance with OCB as a mediating variable at the Community and Village Empowerment Office of West Sumatra Province.

CONCLUSION

The results of this study are that OCB behavior has a major contribution in mediating between transformational leadership and affective commitment to employee performance. OCB behavior arises due to an employee's desire and sense of responsibility that exceeds the limit, so that transformational leadership and affective commitment contribute to influencing employee performance. This result is a step that needs to be taken by the Community and Village Empowerment Office of West Sumatra Province to improve OCB behavior towards its employees. The influence of transformational leadership possessed by a superior and affective commitment possessed by employees to improve employee performance by creating OCB behavior for employees. This must be supported by several appropriate steps for an agency or company to improve OCB behavior. This method is in accordance with the dimensions described by (Aryana Mahayasa et al. (2018), namely altruism (delegating work), courtesy (helping colleagues avoid problems), sportsmanship (work tolerance), civic virtue (involved in organizational activities) and conscientiousness (doing something that benefit the organization. The results of this study are used as input for related agencies, namely the Community and Village Empowerment Office of West Sumatra Province that all employees from superiors to subordinates, where each individual and group must increase the role of Transformational Leadership, Affective Commitment, Employee Performance and Organizational Citizenship behavior Behavior.

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