

The Influence of Transformational Leadership on Employee Performance is Mediated by Organizational Citizenship Behavior at the Personnel and Human Resources Development Agency (BKPSDM) of Sula Islands Regency

Fitra Nita Nur^{1*}, Edi Sugiono², Hasanudin³

Universitas Nasional Jakarta, Indonesia

Corresponding Author: Fitra Nita Nur fitranitairh@gmail.com

ARTICLE INFO

Keywords: Employee Performance, Organizational Citizenship Behavior, Transformational Leadership

Received : 09, June

Revised : 12, July

Accepted: 31, August

©2026 Nur, Sugiono, Hasanudin :
This is an open-access article
distributed under the terms of the
[Creative Commons Atribusi 4.0
Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This research investigates how transformational leadership impacts employee performance, specifically examining the mediating role of Organizational Citizenship Behavior (OCB) within the Personnel and Human Resources Development Agency (BKPSDM) of Sula Islands Regency. Employing an explanatory quantitative design, the complete census of 42 employees served as a saturated sample. Data collection relied on Likert-scale questionnaires, which were subsequently processed using SmartPLS 4. The analysis reveals that transformational leadership positively and significantly drives both employee performance and OCB, while OCB similarly exerts a positive and significant influence on performance. Furthermore, OCB acts as a partial mediator in the link between transformational leadership and employee outcomes. Ultimately, these insights highlight that fostering a transformational leadership approach alongside an ingrained OCB culture serves as an effective strategy for boosting performance in public-sector local government organizations.

INTRODUCTION

Modern enterprises expand globally amidst fierce competition, navigating numerous hurdles to reach their strategic objectives. Grounded in organizational theory, this study draws upon Gareth Morgan's (1990) *Images of Organization*, which posits that a machine-like enterprise functions through scientific management principles employing a top-down hierarchy and segmented chain of command to coordinate roles and functions systematically. Because corporate advancement fundamentally depends on a competent and competitive workforce, companies must continuously elevate employee capabilities to successfully fulfill their overarching goals (Sitompul et al., 2025). Because human resource management is carried out in order to get reliable employees who are able to carry out their duties well and have a good sense of responsibility. That way the company can increase the effectiveness of its organization in order to achieve its goals.

Transformational leadership directly impacts employee performance, drawing on Bass's (1999) framework as a set of behaviors that inspire and encourage subordinates to exceed expectations while boosting their commitment to company objectives. This leadership approach motivates individuals to prioritize organizational goals over personal interests. In today's transparent, fast-paced environment, leadership style stands out as a critical element in effectively guiding and steering the workforce (Hasanudin & Nugroho, 2023). There are four main characteristics that distinguish this leadership style: intellectual stimulation, individual attention, inspirational motivation, and exemplary influence (Sariono et al., 2024). Transformational leadership actively addresses followers' individual needs, offers continuous support, and provides personalized coaching and guidance, making effective leadership an essential driver for realizing company objectives and elevating employee performance (Mahmud et al., 2023). Not all studies have found that transformational leadership directly improves employee performance. In Indonesian MSMEs, the influence of transformational leadership on performance is reported to be insignificant, even though transformational leadership continues to improve OCB and OCB continues to improve performance (Bahri et al., 2025).

Drawing from Bass's (2000) "complete leadership" model, leadership manifests in multiple forms, including transactional, transformational, and laissez-faire. Transformational leadership specifically fosters employees' shared interests to help them attain mutual objectives (Thomas, 2024). Although previous research by Astagine et al. (2022), Novianti (2023), Qalati et al. (2022), Thompson et al. (2021), and Uly et al. (2023) highlights a positive and significant relationship between transformational leadership and employee performance, conflicting evidence persists. Specifically, studies conducted by Djaka et al. (2023), Firmansyah & Ariani (2023), and Adriani (2022) point to a negative and statistically insignificant effect.

Regarding Organizational Citizenship Behavior (OCB), Podsakoff et al. (2000) (citing Organ) define it as discretionary individual conduct not directly linked to formal reward systems, which collectively enhances organizational efficiency (Alifah et al., 2024). Extra-role activities that fall outside an employee's

official job duties are used by Kuehn and Al-Busaidi (2002) to define OCB. Although studies by Kurniawan and Safitri (2022), Munawar et al. (2023), Prahesti et al. (2017), and Wijonarko (2021) demonstrate a positive and significant impact of transformational leadership on OCB, contrasting findings exist. Specifically, research by Maulana et al. (2022) indicates that transformational leadership results in a negative and statistically insignificant effect on Organizational Citizenship Behavior. There were also more distorted results, studies on the health sector in Southeast Sulawesi reported a direct influence of TL on OCB and negative performance, but the indirect pathway through OCB remained significant (Martoyo & Amara, 2024). In contrast, studies on East Java government agencies and BPKP West Sumatra found that transformational leadership improved performance and OCB directly, but OCB did not mediate the relationship (Hidayat, 2025).

Grounded in Robbins et al. (2018), performance blends effectiveness and efficiency in executing core job duties, which typically tie directly to formal job descriptions. Bernadin & Russell (2016) define performance as the recorded impact of specific job functions over a given timeframe, serving as a concise metric for the quality and quantity of individual or group contributions to an organization (Setiawan & Djatmiko, 2024). Although Astagine et al. (2022), Barlian and Jaelani (2020), Bustomi et al. (2020), Nisa et al. (2018), and Sedarmayanti and Satrio (2019) document a positive and significant relationship between Organizational Citizenship Behavior (OCB) and employee performance, divergent empirical outcomes persist. Specifically, studies carried out by Lambidju et al. (2022), Lukito (2020), Rita et al. (2018), and Pratiwi and Nawangsari (2021) point toward a negative and statistically insignificant impact of OCB on performance.

The phenomenon at the Sula Islands Regency Personnel and Human Resources Development Agency (BKPSDM) shows that the competence of some employees is still low so that organizational performance is not optimal, characterized by quality, quantity, timeliness of work completion, and work initiatives that have not met expectations. Conversely, transformational leadership has fallen short of driving optimal performance gains, hindered by centralized decision-making and a lack of backing from effective organizational policies. This scenario highlights how vital leadership is in fostering Organizational Citizenship Behavior (OCB) to elevate workforce productivity. Consequently, this research investigates how transformational leadership impacts employee performance, utilizing OCB as a mediating variable.

THEORETICAL REVIEW

Bass (1999) originally formulated transformational leadership as an approach capable of elevating followers' values, beliefs, and needs by relying on four core dimensions: idealized influence (charisma), inspirational motivation, intellectual stimulation, and individualized consideration. Building upon this foundation, Bass and Avolio expanded the framework to emphasize that transformational leaders extend beyond transactional task management, actively cultivating followers' awareness regarding the significance of organizational values and performance

outcomes. Consequently, employees are encouraged to prioritize organizational interests over personal interests (Bass, 2000). One of the most concrete manifestations of transformational leadership is the leader's ability to transform an abstract vision into tangible action. Without leadership capable of translating vision into implementation, organizational goals may remain merely formal statements rather than becoming concrete practices (Fitra et al., 2026).

In the context of public sector organizations, transformational leadership is relevant because it can encourage bureaucratic work cultures that tend to be rigid to become more adaptive, participatory, and performance-oriented. Thomas (2024) affirms that this leadership style promotes collective employee interests in achieving organizational goals. Beyond its direct influence on employee outcomes, transformational leadership can also shape employee attitudes and voluntary behaviors that support organizational effectiveness. Leaders who provide inspiration, intellectual stimulation, and individualized consideration create conditions that encourage employees to contribute beyond their formal job responsibilities.

Originally introduced by Organ and expanded by Podsakoff et al. (2000), Organizational Citizenship Behavior (OCB) refers to discretionary employee actions that fall outside formal reward structures yet collectively boost organizational efficiency. This construct encompasses five core dimensions: altruism (assisting coworkers voluntarily), conscientiousness (exceeding baseline rules and procedures), sportsmanship (tolerating suboptimal conditions without grievance), courtesy (acting thoughtfully to preempt interpersonal issues), and civic virtue (engaging actively in the organization's community and affairs). Kuehn & Al-Busaidi (2002) add that OCB includes extra-role behaviors that are not formally assigned by the organization, meaning that its emergence can be influenced by the quality of relationships between leaders and subordinates. Within the framework of *social exchange theory*, OCB can be understood as a form of employee reciprocity in response to positive treatment received from leaders. Transformational leadership, through attention, inspiration, empowerment, and support, can therefore create favorable conditions for employees to demonstrate OCB.

Within this study, employee performance is operationalized through the framework of Robbins et al. (2018), characterizing performance as the blend of effectiveness and efficiency applied to core job duties explicitly outlined in formal responsibilities. Similarly, Bernardin and Russell (2016) define performance as the record of results achieved from a particular function or work activity over a specific period, reflecting the quantity and quality of individual contributions to the achievement of work-unit and organizational goals. Employee performance is therefore not only determined by employees' ability to complete formal tasks, but can also be supported by voluntary behaviors that facilitate coordination, cooperation, and the effective functioning of the organization.

Previous studies support the relationships among transformational leadership, OCB, and employee performance, although their strength and direction vary across organizational contexts. Several studies show that transformational leadership positively influences OCB because inspiration, individualized attention, and empowerment encourage employees to contribute beyond their formal duties.

Other findings indicate that OCB positively contributes to employee performance through helping colleagues, maintaining cooperation, demonstrating responsibility, and actively participating in organizational activities. However, the direct relationship between transformational leadership and employee performance has produced more varied findings. This suggests that its influence may occur not only directly but also through employee behaviors such as OCB.

These findings provide a stronger basis for examining OCB as a mediating mechanism. The relatively consistent relationship between transformational leadership and OCB, along with the positive contribution of OCB to employee performance, suggests that transformational leadership can improve performance by fostering discretionary behaviors that support organizational functioning. This mediation pattern is supported by previous studies in various organizational contexts (Aristana et al., 2024; Hidayat, 2025; Prahesti et al., 2017). Nevertheless, whether OCB consistently mediates the relationship between transformational leadership and employee performance remains insufficiently established, particularly in the context of this study. This constitutes an important research gap because understanding this behavioral mechanism provides a more comprehensive explanation than examining only the direct effect.

Based on this synthesis, this study positions transformational leadership as an antecedent that encourages OCB, while OCB functions as a mechanism connecting transformational leadership with employee performance. Consequently, the research framework investigates both the direct connection between transformational leadership and employee performance and its indirect pathway mediated by OCB. This design advances current literature by unifying leadership, discretionary workforce conduct, and performance into a singular mediation model, thereby clarifying how OCB helps translate transformational leadership into enhanced employee outcomes.

METHODOLOGY

Utilizing an explanatory research framework focused on hypothesis testing (Horstmann, 2025), this investigation examines the dynamic relationships linking transformational leadership, Organizational Citizenship Behavior (OCB), and employee performance. Carried out at the Personnel and Human Resources Development Agency (BKPSDM) of Sula Islands Regency, the research applied a saturated sampling method to encompass the entire population of 42 employees. Information was gathered using a five-point Likert scale questionnaire, covering specific indicators for transformational leadership namely charisma, inspirational motivation, individualized consideration, and intellectual stimulation alongside dimensions of OCB (altruism, conscientiousness, sportsmanship, courtesy, and civic virtue) and employee performance metrics encompassing quantity, quality, time, cost, service orientation, commitment, work initiative, cooperation, and leadership.

Data analysis was performed via SmartPLS 4, evaluating both the outer and inner models. Construct validity for the outer model was determined through indicator loading/cross-loading and Average Variance Extracted (AVE) values. The inner model tested structural pathways and research hypotheses at a 0.05

significance level using path coefficients, t-statistics, and p-values. In this framework, transformational leadership serves as the independent variable, OCB acts as the mediator, and employee performance functions as the dependent variable, allowing the model to assess direct relationships between leadership, OCB, and performance, alongside the indirect impact of transformational leadership on performance through OCB.

RESULTS

The demographic profile of the 42 employees working at the Personnel and Human Resources Development Agency (BKPSDM) of Sula Islands Regency provides a general overview of the respondents, the characteristics of which are detailed in Table 1:

Table 1. Characteristics of Research Respondents

Respondent Characteristics		Frequency (people)	Percentage (%)
Age	< 25	-	0%
	26-30	8	19.05%
	31-35	18	42.86%
	36-40	7	16.67%
	> 41	9	21.43%
	Quantity	42	100%
Gender		Frequency (people)	Percentage (%)
	Male	23	54.76%
	Female	19	45.24%
	Quantity	42	100%
Working period		Frequency (people)	Percentage (%)
	< 2 years	7	16.67%
	3-5 years	3	7.14%
	6-10 years and above	22	52.38%
	> 10 years	10	23.81%
	Quantity	42	100%
Education Level		Frequency (people)	Percentage (%)
	High School/Equivalent	5	11.90%
	D3	1	2.38%
	S1 (Strata 1)	35	83.33%
	S2 (Strata 2)	2	4.76%
	S3 (Strata 3)	-	0%
	Quantity	42	100%

Table 1 shows that the largest proportion of respondents was aged 31–35 years, comprising 18 employees (42.86%), followed by respondents aged over 41 years with 9 employees (21.43%). In terms of gender, 23 respondents (54.76%) were male

and 19 respondents (45.24%) were female. Regarding working period, the largest group had worked for 6–10 years and above, consisting of 22 respondents (52.38%). In terms of education, most respondents held a bachelor's degree (S1), totaling 35 respondents (83.33%). These characteristics indicate that the respondents were predominantly employees with bachelor's-level education and relatively substantial work experience.

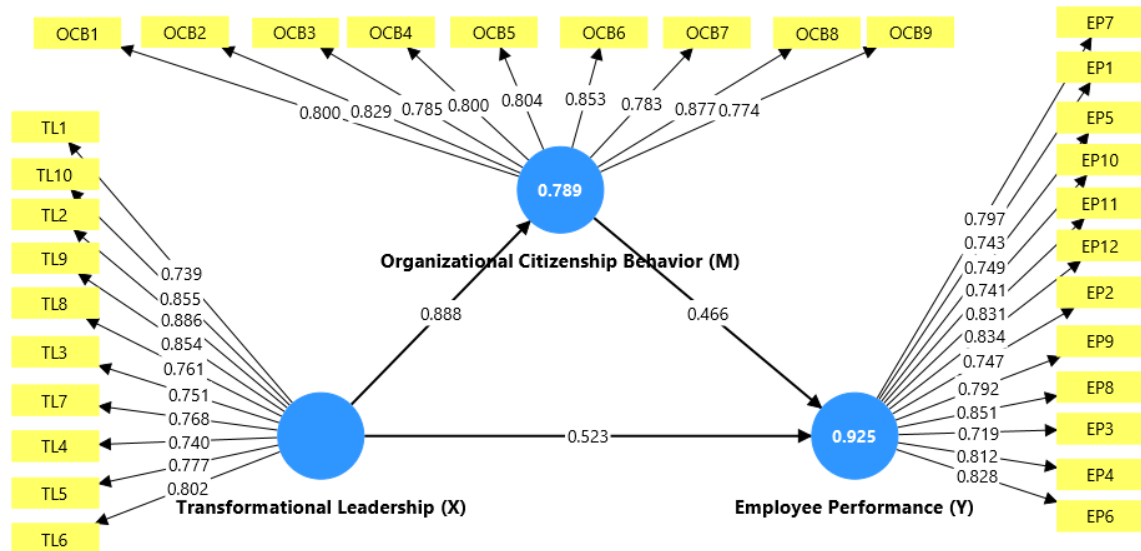


Figure 1. PLS Alogarithm Results

Figure 1 shows that the indicators for transformational leadership, including charisma, inspirational motivation, individualized consideration, and intellectual stimulation, generate cross loading values between 0.740 and 0.886, which clears the 0.70 minimum requirement. For Organizational Citizenship Behavior, the indicators covering altruism, conscientiousness, sportsmanship, courtesy, and civic virtue produce cross loading values from 0.774 to 0.877 that also surpass 0.70. Additionally, the employee performance indicators representing quantity, quality, time, cost, service orientation, commitment, work initiative, cooperation, and leadership yield cross loadings spanning from 0.719 to 0.851. Because every indicator rises above the 0.70 level, all variables successfully fulfill the necessary validity standards.

Overall, the cross-loading results indicate that the indicators of transformational leadership, OCB, and employee performance adequately represent their respective constructs. The indicators also demonstrate stronger correlations with their intended constructs than with other constructs, indicating that the measurement items do not show problematic overlap among the variables. Therefore, the measurement model satisfies the required validity criteria and can be used for further structural model analysis.

Table 2. AVE Value of Research Variables

Variable Leave	Mean Variance Extracted (AVE)	Remarks
Transformational Leadership	0,633	Valid

Organizational Citizenship Behavior	0,622	Valid
Employee Performance	0,660	Valid

Table 2 reveals that the Average Variance Extracted values reach 0.633 for transformational leadership, 0.622 for OCB, and 0.660 for employee performance. Since all results surpass the required 0.50 minimum, the three constructs successfully satisfy convergent validity standards. Furthermore, these AVE metrics confirm that each latent variable accounts for more than half of the variance present in its indicators, demonstrating that the measures for transformational leadership, Organizational Citizenship Behavior, and employee performance accurately capture their underlying dimensions. These outcomes verify that the measurement model satisfies convergent validity thresholds, establishing a reliable foundation for subsequent structural equation modeling.

Table 3. Path Coefficients and Hypothesis Testing

Variable Leave	Original sample (O)	T statistics (O/STDEV)	Level B (P Values)
KT → KP	0.523	6.789	0.000
KT → OCB	0.888	30.109	0.000
OCB → KP	0.466	5.632	0.000
KT → OCB → KP	0.414	5.814	0.000

Data presented in Table 3 indicates that transformational leadership creates a positive and significant effect on employee performance, evidenced by a path coefficient of 0.523, a t statistic of 6.789, and a p value of 0.000. It also exerts a similarly strong influence on OCB, with a path coefficient of 0.888, a t statistic of 30.109, and a p value of 0.000, confirming the hypotheses for both direct relationships. Furthermore, OCB shows a positive and significant impact on employee performance through a path coefficient of 0.466, a t statistic of 5.632, and a p value of 0.000, establishing that greater levels of OCB align with enhanced performance outcomes and thereby verifying its associated hypothesis. Moreover, the indirect path from transformational leadership to employee performance through OCB is positive and significant (path coefficient of 0.414, t-statistic of 5.814, and p-value of 0.000). Because both the direct and indirect pathways remain significant, OCB operates as a partial mediator. Taken together, the evidence proves that transformational leadership heavily drives OCB, both factors significantly shape employee performance, and OCB functions as a crucial mediating bridge between leadership and performance outcomes.

DISCUSSION

The Influence of Transformational Leadership on Employee Performance

Transformational leadership drives a positive and significant impact on staff performance at the Personnel and Human Resources Development Agency of Sula Islands Regency, a conclusion supported by the vast majority of respondents who view the implementation of this leadership style favorably. Enhancing performance relies on exercising charisma, inspirational motivation, individualized consideration, and intellectual stimulation to motivate, inspire, foster employee growth, and spark creativity and innovation. This dynamic highlights the vital function transformational leadership serves in driving positive organizational change and maximizing staff output. These outcomes align with and reinforce previous research by Uly et al. (2023), Novianti (2023), Sariono et al. (2024), Pariesti and Christa (2022), Fitra et al. (2026), Qalati et al. (2022), and Thompson et al. (2021), all of which confirm that transformational leadership consistently exerts a beneficial and substantial effect on employee performance. This means that good transformational leadership reflected through charisma, inspirational, individualized consideration and intellectual stimulation is able to support a variety of changes and has a positive and significant contribution to improving employee performance (Hidayat, 2025).

From a theoretical perspective, these results validate the framework established by Bass and Avolio, which posits that transformational leaders successfully alter the viewpoints and motivation of subordinates by utilizing idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Consequently, employees are inspired to look beyond mere task fulfillment and are driven to contribute far beyond standard expectations through extra role performance. In the context of BKPSDM Sula Islands Regency, the dimension of charisma shown by leaders through example and integrity is an important factor that builds employee trust, while inspirational motivation plays a role in fostering optimism and commitment to the organization's vision. In addition, the individual attention given by leaders to the needs of employee career development as well as intellectual stimulation that encourages employees to think critically and innovatively in solving work problems, simultaneously creates a work climate that is conducive to increasing productivity and the quality of employee performance in a sustainable manner.

The practical implications of these findings confirm that strengthening the transformational leadership style needs to be a strategic priority for the leadership of the Sula Islands Regency BKPSDM in an effort to improve overall employee performance. Organizational leaders are expected to not only act as administrative supervisors, but also as agents of change who are able to build meaningful interpersonal relationships with subordinates, provide constructive feedback, and create space for employees to innovate and develop their potential. Consequently, the alignment of these findings with prior research offers empirical evidence that reinforces the generalizability of transformational leadership theory within regional public sector organizations. Furthermore, this consistency establishes a solid foundation for policymakers to craft leadership development initiatives focused on enhancing the capacity and performance of government personnel.

Transformational Leadership Towards Organizational Citizenship Behavior

Transformational leadership exerts a positive and significant influence on organizational citizenship behavior at the Sula Islands Personnel and Human Resources Development Agency (BKPSDM), as demonstrated by respondents' overwhelmingly strong agreement regarding OCB constructs. This indicates that widespread organizational citizenship behavior largely stems from efforts to elevate workforce performance. Furthermore, these empirical results align with on-the-ground realities showing that strong OCB manifested through altruism, conscientiousness, sportsmanship, courtesy, and civic virtue effectively drives adaptation and contributes significantly to performance enhancement. This is clearly evidenced by discretionary employee actions that fall outside formal job descriptions yet yield constructive impacts on the work environment and overall organizational efficiency.

Another fact is evidenced by the willingness of employees to remain professional and cooperative in various situations. Then there is an attitude of respect and attention to others in the work environment to maintain harmonious relationships and avoid conflicts. Lastly, employees are actively involved in the life of the organization and their concern for the development and sustainability of the organization's goals. These results harmonize with and support earlier research by Prahesti et al. (2017), Wijonarko (2021), Kurniawan and Safitri (2022), Munawar et al. (2023), Perkasa and Herawaty (2021), and Nurhafni et al. (2022), confirming that transformational leadership serves as a positive and significant driver of organizational citizenship behavior. Furthermore, transformational leadership continuously maintains a beneficial and substantial impact on OCB. This suggests that robust organizational citizenship behavior demonstrated through altruism, conscientiousness, sportsmanship, courtesy, and civic virtue effectively aids organizational transitions while delivering a constructive and meaningful enhancement to employee performance. On a theoretical level, these results validate Organ's framework regarding OCB as discretionary employee conduct that bypasses formal reward structures yet collectively enhances overall operational efficiency.

The transformational leadership applied in the Sula Islands Regency BKPSDM is believed to act as a catalyst that fosters these extra-role behaviors through a *social exchange* mechanism, where employees who feel cared for, inspired, and empowered by their leaders tend to reciprocate by showing loyalty and contribution that goes beyond formal duties. The dimension of charisma and inspirational motivation of leaders builds employees' emotional identification with the organization, while individual attention and intellectual stimulation encourage the growth of confidence and psychological *attachment* which is ultimately manifested in the form of altruistic behavior, adherence to work norms, sportsmanship in dealing with discomfort, politeness in interacting, and active participation in life organization.

Thus, the consistency of these findings with previous studies not only strengthens the external validity of transformational leadership theory in the context of public sector organizations, but also confirms the importance of the

role of leaders in shaping a work culture that encourages the sustainable growth of organizational civic behavior.

The Influence of Organizational Citizenship Behavior on Employee Performance

Organizational citizenship behavior exerts a positive and significant effect on employee performance at the Personnel and Human Resources Development Agency (BKPSDM) of Sula Islands Regency, as reinforced by respondents expressing strong agreement with performance indicators. This indicates that overall performance growth is driven directly by these behavioral enhancements. Furthermore, these empirical findings are substantiated by real-world workplace observations showing that robust employee performance manifested through quantity, quality, time, cost, service orientation, commitment, work initiatives, cooperation, and leadership effectively supports various organizational changes and contributes meaningfully to performance advancement. This is clearly demonstrated by employees who consistently accept and successfully execute assigned duties, willingly take on extra tasks, work with meticulous care and creativity to maintain planned quality standards, and strictly adhere to schedules to complete work on time. Then employees consciously use operational costs in accordance with the needs of employees in completing the assigned tasks. Employees prioritize public services in fulfilling effective standard services to achieve good performance. Employees have a commitment to completing tasks and responsibilities in working both individually and in groups. It then reflects the employee's proactive attitude at work, which not only improves individual performance but also helps the organization achieve its goals more effectively. Employees cooperate in carrying out their duties and can be accountable for what has been done. Finally, the leader of the Sula Islands Regency Personnel and Human Resources Development Agency (BKPSDM) not only works individually but is also able to direct, motivate, and manage employees to achieve common goals.

These outcomes match and reinforce earlier studies by Sedarmayanti and Satrio (2019), Barlian and Jaelani (2020), Astagine et al. (2022), Nisa et al. (2018), Bustomi et al. (2020), and Bodroastuti and Tirtono (2019), indicating that organizational citizenship behavior drives a positive and significant impact on employee performance. Moreover, organizational citizenship behavior consistently displays a beneficial and substantial effect on staff outcomes. This implies that strong employee performance demonstrated through quantity, quality, time, cost, service orientation, commitment, work initiatives, cooperation, and leadership successfully supports various organizational adaptations while delivering a constructive and meaningful contribution to performance enhancement (Alwi & Sukotjo, 2024).

The Influence of Transformational Leadership on Employee Performance Mediated by Organizational Citizenship Behavior

Existing research highlights that transformational leadership directly and significantly enhances employee performance, with Organizational Citizenship

Behavior (OCB) functioning as a vital partial mediator in the mechanism. SmartPLS analysis corroborates this dynamic by producing a *t* statistic of 5.814 well above the 1.96 benchmark alongside a *p* value of 0.000, which falls safely under the 0.05 significance cutoff. Consequently, these statistical outputs confirm the acceptance of the fourth hypothesis. These findings align with Jiang et al. (2019), who demonstrated that OCB serves as a mediating mechanism influencing employee performance, as well as Aristana et al. (2024), who observed that OCB mediates the connection between transformational leadership and performance outcomes. Consequently, implementing a constructive transformational leadership style fosters employee independence and work readiness, which in turn stimulates positive organizational citizenship behaviors that ultimately drive performance enhancements at the Personnel and Human Resources Development Agency (BKPSDM) of Sula Islands Regency.

Thus, it can be said that the stronger the understanding and implementation of transformational leadership, the more it will give rise to organizational citizenship behavior attitudes in its followers or subordinates, so that it will also have an impact on the performance of employees at the Sula Islands Regency Personnel and Human Resources Development Agency (BKPSDM).

CONCLUSIONS AND RECOMMENDATIONS

Analytical findings verify that transformational leadership drives a positive and substantial impact on employee performance at the Personnel and Human Resources Development Agency of Sula Islands Regency, illustrating that dimensions such as charisma, inspirational motivation, individualized consideration, and intellectual stimulation effectively generate measurable performance improvements. In addition to this direct effect, transformational leadership fosters a beneficial and significant influence on Organizational Citizenship Behavior, confirming its success in nurturing voluntary employee behaviors including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Furthermore, OCB itself significantly enhances employee outcomes, meaning that elevated discretionary citizenship behavior leads to superior performance across quantity, quality, punctuality, and initiative. A pivotal discovery of this study is the confirmation of OCB as a partial mediator in the relationship between transformational leadership and employee performance. This establishes that leadership improves performance not only directly, but also indirectly by reinforcing employee citizenship behaviors. Consequently, optimizing workforce performance at BKPSDM Sula Islands Regency requires leaders to consistently practice transformational leadership while nurturing a work culture that encourages OCB, allowing these dual strategies to work in synergy for sustainable goal achievement.

FURTHER STUDY

The scope of this study was confined to a single agency with a restricted sample size, meaning that generalizing the findings requires caution, and the current research model excludes other potential factors influencing performance. Future research should consider incorporating additional variables such as

organizational commitment or job satisfaction while expanding the geographical and institutional scope to enhance the broader applicability of the results.

ACKNOWLEDGMENT

The authors extend their sincere appreciation to the Personnel and Human Resources Development Agency (BKPSDM) of Sula Islands Regency for granting the support and opportunity necessary to carry out this study. Gratitude is also expressed to every respondent and individual who contributed their time, insights, and invaluable assistance throughout the entire research process.

REFERENCES

- Adriani, Z. (2022). Analisis kepemimpinan transformasional terhadap kinerja karyawan yang dimediasi kepuasan kerja pada Construction and Engineering Department. *Jurnal Manajemen Terapan dan Keuangan (Mankeu)*, 11(4), 890–903.
- Alifah, N., Hidayat, A. R., & Rodiansjah, A. A. (2024). Improved transformational leadership with organizational citizenship behavior (OCB). *Syntax Idea*, 6(3), 1214–1222. <https://doi.org/10.46799/syntax-idea.v6i3.3096>
- Alwi, S., & Sukotjo, E. (2024). The influence of transformational leadership and organizational commitment towards employee performance is mediated by organizational citizenship behavior: Study of health service employees at the Health Training Center and Regional Health Laboratory of S. *International Journal of Religion*, 5(10), 2387–2398.
- Aristana, I. N., Andhika, R., Rihayana, I. G., Pradiva, P., & Salain, P. (2024). Transformational leadership and employee performance: Mediation of organizational citizenship behavior. *International Journal of Scientific Research and Management*, 12(6). <https://doi.org/10.18535/ijserm/v12i06.em02>
- Astaginy, N., Wonua, A. R., & Kumalasari, F. (2022). Persepsi dukungan organisasi dan organizational citizenship behavior terhadap kinerja pegawai. *Indonesian Annual Conference Series*, 66–73.
- Bahri, K. N., Gaffar, V., Wibowo, L. A., Dirgantari, P. D., & Rofaida, R. (2025). Will transformational leadership style increase organizational performance in MSMEs? *Open Humanities and Development Studies*, 2(1), 40–49. <https://doi.org/10.56741/ohds.v2i01.965>
- Barlian, B., & Jaelani, A. P. (2020). Pengaruh kepemimpinan, kompensasi, dan organizational citizenship behavior terhadap kinerja pegawai. *Journal of Business Management Education*, 5(3), 39–50.
- Bass, B. M. (1999). Two decades of research and development in transformational leadership. *European Journal of Work and Organizational Psychology*, 8(1), 9–32.
- Bass, B. M. (2000). The future of leadership in learning organizations. *Journal of Leadership Studies*, 7(3), 18–40.
- Bernardin, H. J., & Russell, J. E. A. (2016). *Human Resource Management: An Experiential Approach* (7 ed.). McGraw-Hill Education.
- Bodroastuti, T., & Tirtono, T. (2019). Pengaruh komitmen organisasi dan

- kepuasan kerja terhadap organizational citizenship behaviour (OCB) serta dampaknya terhadap kinerja karyawan. *Solusi*, 17(2), 15–31. <https://doi.org/10.26623/.v17i2.1463>
- Bustomi, A., Sanusi, I., & Herman, H. (2020). Pengaruh organizational citizenship behavior (OCB) terhadap kinerja pegawai Kementerian Agama Kota Bandung. *Tadbir: Jurnal Manajemen Dakwah*, 5(1), 1–16.
- Djaka, M. A. P. A., Alwi, M. H., Suwandar, R., & Syam, F. (2023). Analisis manajemen kepemimpinan transformasional, kompetensi, dan komunikasi terhadap kinerja karyawan PT Pegadaian Cabang Takalar. *Jurnal Sains Manajemen Nitro*, 2(2), 219–229.
- Firmansyah, M., & Ariani, D. W. (2023). Pengaruh gaya kepemimpinan transformasional, dukungan rekan kerja, dan motivasi terhadap kinerja karyawan PT Gawi Maju Karsa Site Purworejo. *Lentera: Multidisciplinary Studies*, 2(1). <https://doi.org/10.57096/lentera.v2i1.29>
- Hasanudin, H., & Nugroho, R. A. (2023). The influence of transformational leadership style, work discipline, and compensation on the performance of the state civil apparatus through motivation. *Almana: Jurnal Manajemen dan Bisnis*, 7(2), 276–290. <https://doi.org/10.36555/almana.v7i2.2159>
- Hidayat, W. G. P. A. (2025). The impact of transformational leadership on employee performance and organizational citizenship behavior. *Annals of Human Resource Management Research*, 5(3), 901–913.
- Horstmann, O. H. (2025). Research questions and hypotheses. In *Research Methods* (hal. 113–123). Springer. https://doi.org/10.1007/978-3-658-49014-0_4
- Jiang, M., Wang, H., & Li, M. (2019). Linking empowering leadership and organizational citizenship behavior toward environment: The role of psychological ownership and future time perspective. *Frontiers in Psychology*, 10, 2612. <https://doi.org/10.3389/fpsyg.2019.02612>
- Kuehn, K. W., & Al-Busaidi, Y. (2002). Citizenship behavior in a non-western context: An examination of the role of satisfaction, commitment, and job characteristics on self-reported OCB. *International Journal of Conflict Management*, 13(2), 107–125.
- Kurniawan, I. S., & Safitri, Q. N. (2022). Pengaruh komitmen afektif, kepuasan kerja, kepemimpinan transformasional, dan pemberdayaan karyawan terhadap organizational citizenship behavior karyawan. *Jurnal Manajemen*, 14(1), 17–25.
- Lambidju, G. A., Areros, W. A., & Rumawas, W. (2022). Penempatan kerja dan organizational citizenship behavior terhadap kinerja karyawan Kantor Pos Cabang Utama Manado. *Productivity*, 3(5), 467–473.
- Lukito, R. (2020). Pengaruh organizational citizenship behavior terhadap kinerja karyawan melalui kepuasan kerja pada produksi PVC di UD Untung Jaya Sidoarjo. *AGORA*, 8(2).
- Mahmud, M., Shoalihin, S., & Hayat, N. (2023). Effects of transformational leadership on employee performance in business organizations: A systematic literature review. *Business, Investment, and Management Trends*, 3(2). <https://doi.org/10.55606/bijmt.v3i2.1274>
- Martoyo, M., & Amara, W. (2024). Transformational leadership and

- organizational commitment: Key drivers of citizenship behavior across various climates. *Idārāh: Jurnal Pendidikan dan Kependidikan*, 8(1), 29–42. <https://doi.org/10.47766/idarrah.v8i1.3013>
- Maulana, A., Fadhilah, M., & Kirana, K. C. (2022). Pengaruh kompensasi, kepemimpinan transformasional, dan lingkungan kerja terhadap organizational citizenship behavior (OCB) melalui motivasi kerja sebagai variabel intervening. *Jurnal Manajemen*, 14(1), 65–75.
- Morgan, G. (1990). Paradigm diversity in organizational research. In J. Hassard & D. Pym (Ed.), *The theory and philosophy of organizations: Critical issues and new perspectives* (hal. 13–29). Routledge.
- Munawar, F., Ependi, M., & Wildan, M. (2023). Pengaruh gaya kepemimpinan transformasional terhadap organizational citizenship behavior (OCB) dimediasi dengan komitmen organisasi: Studi pada tenaga kependidikan UIN Bandung. *Komitmen: Jurnal Ilmiah Manajemen*, 4(2), 115–124.
- Nisa, D. K., Santoso, B., & Azhad, M. N. (2018). Pengaruh budaya organisasi dan organizational citizenship behavior (OCB) terhadap kinerja pegawai Rumah Sakit TK III Baladhika Husada Jember. *International Journal of Social Science and Business*, 2(3), 108–114.
- Novianti, D. (2023). Pengaruh gaya kepemimpinan transformasional, pengembangan karier, dan budaya organisasi terhadap kinerja karyawan. *Journal Intelektual*, 2(1), 62–69.
- Nur Fitra, N., Piranti, W., & Irham, S. (2026). *Kepemimpinan transformasional: Peningkatan kinerja guru dan motivasi kerja guru*. Penerbit Karya Bakti Makmur Indonesia.
- Nurhafni, I., Zefriyenni, & Very, J. (2022). Analisis kepemimpinan transformasional, kompetensi, dan keadilan organisasi terhadap kinerja pegawai melalui organizational citizenship behavior (OCB) sebagai pemediasi. *Journal of Business and Economics (JBE) UPI YPTK*, 7(3), 279–289. <https://doi.org/10.35134/jbeupiyptk.v7i3.175>
- Pariesti, A., & Christa, U. R. (2022). Pengaruh kompetensi dan gaya kepemimpinan transformasional terhadap kinerja pegawai dengan motivasi sebagai variabel intervening pada Kantor Inspektorat Kabupaten Katingan. *Journal of Environment and Management*, 3(1), 35–45.
- Perkasa, D. H., & Herawaty, Y. (2021). Efek mediasi komitmen organisasi dalam mempengaruhi keterikatan kerja dan kepemimpinan transformasional terhadap organizational citizenship behavior (OCB) di PT. Vindo Internasional. *Jurnal Perspektif Manajerial dan Kewirausahaan (JPMK)*, 2(1), 90–103. <https://doi.org/10.59832/jpmk.v2i1.27>
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513–563.
- Prahesti, D. S., Riana, I. G., & Wibawa, I. M. A. (2017). Pengaruh kepemimpinan transformasional terhadap kinerja karyawan dengan organizational citizenship behavior sebagai variabel mediasi. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 6(7), 2761–2788.

- Pratiwi, L. A., & Nawangsari, L. C. (2021). Organizational citizenship behavior while mediating self-efficacy, servant leadership, and organizational culture on employee performance. *European Journal of Business and Management Research*, 6(1), 225–231.
- Qalati, S. A., Zafar, Z., Fan, M., Limón, M. L. S., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8(11), e11374.
- Rita, M., Payangan, O. R., Rante, Y., Tuhumena, R., & Erari, A. (2018). Moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership, and work motivation on employee performance. *International Journal of Law and Management*, 60(4), 953–964. <https://doi.org/10.1108/IJLMA-03-2017-0026>
- Robbins, S. P., Judge, T. A., & Vohra, N. (2018). *Organizational behavior* (18 ed.). Pearson.
- Sariono, E., Sugiono, E., & Hasanudin, H. (2024). Mapping the terrain of transformational leadership, organizational commitment, and employee engagement: A conceptual framework. *International Journal of Scientific Research and Management*, 4(8), 1–14.
- Sedarmayanti, K., & Satrio, G. D. (2019). Analisis organizational citizenship behavior (OCB) dan motivasi terhadap kinerja pegawai di Dinas Kependudukan dan Pencatatan Sipil Kabupaten Kupang. *Jurnal Ilmiah Administrasi Bisnis dan Inovasi*, 3(1), 70–88.
- Setiawan, W., & Djatmiko, B. (2024). Meninjau organizational citizenship behavior dalam meningkatkan kinerja karyawan PT Bhumi Jati. *JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi)*, 10(2). <https://doi.org/10.35870/jemsi.v10i2.2249>
- Sitompul, S. A., Hasanah, N. U., Rifayani, R., Sitorus, L., & Firman, F. (2025). Pengaruh pelatihan dan pengembangan sumber daya manusia terhadap kapasitas organisasi. *Jurnal Riset Rumpun Ilmu Sosial, Politik dan Humaniora*, 4(1), 580–585. <https://doi.org/10.55606/jurrish.v4i1.5188>
- Thomas, V. (2024). The importance of transformational leadership. *British Journal of Healthcare Assistants*, 18(2), 66–68. <https://doi.org/10.12968/bjha.2024.18.2.66>
- Thompson, G., Buch, R., Thompson, P. M. M., & Glasø, L. (2021). The impact of transformational leadership and interactional justice on follower performance and organizational commitment in a business context. *Journal of General Management*, 46(4), 274–283.
- Uly, N. S., Markoni, M., & Waliamin, J. (2023). Pengaruh kepemimpinan transformasional, teamwork, dan reward terhadap kinerja karyawan PT Ragam Rasa Raya Kota Bengkulu. *Jurnal Simki Economic*, 6(2), 223–231.
- Wijonarko, G. (2021). Pengaruh kepemimpinan transformasional terhadap organizational citizenship behaviour (OCB) menuju peningkatan kinerja karyawan. *VALUE: Jurnal Manajemen dan Akuntansi*, 16(2), 478–487.