

THE ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN MEDIATING THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE, EMPLOYEE ENGAGEMENT ON EMPLOYEE PERFORMANCE

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Abstrak

Penelitian ini bertujuan untuk menganalisis peran *Organizational Citizenship Behaviour* (OCB) dalam memediasi pengaruh Gaya Kepemimpinan Transformasional dan *Employee Engagement* terhadap Kinerja Karyawan pada PT Nusantara Ekspres Kilat Madiun. Pendekatan kuantitatif digunakan dalam penelitian ini dengan teknik pengumpulan data melalui penyebaran kuesioner kepada karyawan perusahaan. Hasil analisis menunjukkan bahwa Gaya Kepemimpinan Transformasional dan *Employee Engagement* berpengaruh positif dan signifikan terhadap Kinerja Karyawan. Selain itu, keduanya juga berpengaruh signifikan terhadap OCB, dan OCB sendiri terbukti berpengaruh positif terhadap Kinerja Karyawan. Namun demikian, OCB tidak memediasi hubungan antara Gaya Kepemimpinan Transformasional maupun *Employee Engagement* terhadap Kinerja Karyawan secara signifikan. Temuan ini menunjukkan bahwa meskipun kepemimpinan dan keterlibatan karyawan mampu mendorong perilaku ekstra-rol, peningkatan kinerja lebih banyak dipengaruhi secara langsung oleh kepemimpinan dan engagement itu sendiri. Penelitian ini memberikan implikasi penting bagi manajemen dalam meningkatkan kinerja melalui penguatan gaya kepemimpinan dan keterlibatan kerja karyawan.

Kata Kunci: *Organizational Citizenship Behaviour*, Gaya Kepemimpinan Transformasional, *Employee Engagement*, Kinerja Karyawan.

Abstract

This study aims to analyze the role of Organizational Citizenship Behavior (OCB) in mediating the influence of Transformational Leadership Style and Employee Engagement on Employee Performance at PT Nusantara Ekspres Kilat Madiun. A quantitative approach was used in this study, with data collection techniques through distributing questionnaires to company employees. The results of the analysis indicate that Transformational Leadership Style and Employee Engagement have a positive and significant effect on Employee Performance. Furthermore, both significantly influence OCB, and OCB itself has been shown to positively

influence employee performance. However, OCB does not significantly mediate the relationship between transformational leadership style and employee engagement on employee performance. This finding suggests that while leadership and employee engagement can encourage extra-role behavior, performance improvement is more directly influenced by leadership and engagement themselves. This research provides important implications for management in improving performance by strengthening leadership styles and employee work engagement.

Keywords: *Organizational Citizenship Behavior, Transformational Leadership Style, Employee Engagement, Employee Performance.*

A. PENDAHULUAN

The phenomenon of declining employee performance amid the challenges of globalization and digital transformation is a major concern, especially in the logistics sector which is experiencing technological disruption and increasing consumer expectations of PT Nusantra Ekspres Kilat Madiun as a growing freight forwarding company. Realizing the importance of effective human resource management, especially through the application of transformational leadership style. This leadership style aims to inspire employees, build a shared vision, and encourage active participation and innovation which is expected to improve individual and team performance in the face of increasingly fierce competition.

Although the company has implemented an adaptive leadership style strategy, the level of organizational citizenship behavior of employees is still low. This research shows that many employees only focus on basic tasks without showing extra behaviors that can increase team synergy and positive work culture. This low organizational citizenship behavior has the potential to reduce long-term productivity, so it is important to conduct further studies on the factors that influence organizational citizenship behavior. This research focuses on the role of organizational citizenship behavior in mediating the influence of transformational leadership style and employee engagement on employee performance.

1. *Organizational Citizenship Behavior*

Organizational citizenship behavior is a helping and constructive behavior shown by members of the organization and is valued or appreciated by organizational management

but is not directly related to individual productivity and the behavior played is not a demand of the individual's role (Naway, 2017). Organizational citizenship behavior is one of the supporting capitals for organizational development, effectiveness, efficiency and can improve a comfortable work climate (Ardhiani et al., 2020).

2. Transformational Leadership

Transformational leadership style is a leadership approach in which leaders influence and inspire their followers by paying attention to their psychological needs, proposing an inspiring vision, and motivating them to achieve performance levels (Wulandari & Mulyanto, 2024).

3. *Employee Engagement*

Another factor that can affect employee performance in an organization or company is employee engagement. Simbolon (2019), provides another definition of employee engagement which means an important element of organizational success, and even the competitiveness of a company, therefore it is necessary to build a framework for employee engagement in a company. Engaged employees are usually more productive, loyal, and willing to make extra contributions to their organization.

4. Employee Performance

According to Lestari (2023), explaining employee performance is a framework for understanding and assessing individual performance in an organizational context. This involves assessing employees' contributions and achievements in achieving organizational goals, as well as their ability to carry out predetermined tasks and responsibilities. Thus, in order to succeed in his work, a person must have a high willingness, ability, and effort in carrying out each of his activities.

B. METHOD

This research uses a quantitative approach with a causal-comparative research design to test the cause-and-effect relationship between variables. This study will quantitatively analyze the relationship between transformational leadership style and employee engagement on employee performance, and test the mediating role of organizational citizenship behavior. The population in this study were all employees of PT Nusantara Ekspres Kilat Madiun, totaling 112 people. Given the relatively small population and reachable, saturated sampling technique (census) will be used, making the entire population as a research sample.

C. RESULT AND DISCUSSION

This study uses primary data collected through questionnaires distributed through Google Form to all respondents, namely all employees of PT Nusantara Ekspres Kilat Madiun. The questionnaire is compiled based on indicators of each variable using a 4-point Likert scale to avoid neutral answers and improve data accuracy.

Uji Normalitas

Tabel 4.13 Uji Normalitas

<i>Kolmogrov Smirnov</i>		
Unstandarized Residual	N	Sig
	112	0,061

Sumber: Data diolah peneliti (2025)

Based on the normality test results in the table above, it is known that the significance value (Asymp. Sig. (2-tailed)) is 0.061. Because the significance value is greater than 0.05 (>0.05), it can be concluded that the residual data is normally distributed. Thus, the normality assumption in regression model 2 has been met.

Hypotehesis Test

Path analysis can be used to determine whether or not there is an indirect effect of the independent variables, namely Transformational Leadership Style (X_1) and Employee

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Engagement (X_2) on the dependent variable, namely Employee Performance (Y), through the mediating variable OCB (Z).

Tabel 4.18 Path Analysis Model 1

Model Summary				
Model	R	R. Square	Adjusted R Square	Std. Error of the Estimate
1	.471 ^a	.222	.208	4.773

Sumber: Data diolah peneliti (2025)

Coefficients						
		Unstandarized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	26.464	8.729		3.032	.003
	Kepemimpinan Transformasional	.192	.069	.238	2.806	.006
	<i>Employee Engagement</i>	.512	.102	.425	5.017	.000

a. Dependent Variable: OCB

Sumber: Data diolah peneliti (2025)

In the regression output of model 1, it is known that the significance value for the two independent variables, namely Transformational Leadership (X_1) = 0.006 and Employee Engagement (X_2) = 0.000, which are all smaller than the significance limit of 0.05. This shows that both variables have a significant influence on Organizational Citizenship Behavior (OCB/Z). The R Square value displayed in the Model Summary table is 0.222, which means that 22.2% of the variation in Organizational Citizenship Behavior (Z) can be explained by the combination of Transformational Leadership and Employee Engagement variables. While the remaining 77.8% is influenced by other variables

Tabel 4.19 Path Analysis Model 2

Model Summary				
Model	R	R. Square	Adjusted R Square	Std. Error of the Estimate
1	.584 ^a	.341	.323	4.473

Sumber: Data diolah peneliti (2025)

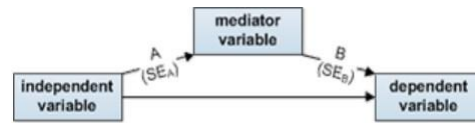
		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
Model						
1	(Constant)		14.231	8.513		1.671 .098
	Kepemimpinan Transformasional		.180	.066	.219	2.707 .008
	<i>Employee Engagement</i>		.215	.106	.176	2.025 .045
	OCB		.420	.090	.414	4.676 .000
a.	Dependent Variable: OCB					

Sumber: Data diolah peneliti (2025)

In the regression output of model 2, it is known that the significance value of the three independent variables, namely Transformational Leadership (X_1) = 0.008, Employee Engagement (X_2) = 0.045, and Organizational Citizenship Behavior (Z) = 0.000, which are all smaller than the significance limit of 0.05. This shows that the three variables have a significant influence on Employee Performance (Y). The R Square value displayed in the Model Summary table is 0.341, which means that 34.1% of the variation in Employee Performance (Y) can be explained by the combination of Transformational Leadership, Employee Engagement, and OCB variables. While the remaining 65.9% is influenced by other variables outside this model.

Sobel Test

The Sobel test is a statistical method to test the significance of the indirect effect of an independent variable (X) on the dependent variable (Y) through the intervening variable (mediator, Z). This test is used to determine whether variable s significantly mediates the relationship between the independent and dependent variables (Ghozali, 2021).



A: ?

B: ?

SE_A: ?

SE_B: ?

Calculate!

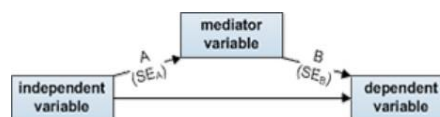
Sobel test statistic: 1.94774255

One-tailed probability: 0.02572289

Two-tailed probability: 0.05144578

Gambar 4.3 Uji Sobel 1

Based on the results of the Sobel test, the t-statistic value is 1.194 which is smaller than 1.96, and the significance value is 0.051 which is greater than 0.05. Thus, it can be concluded that the Transformational Leadership Style variable does not significantly affect Employee Performance through Organizational Citizenship Behavior (OCB) as a mediating variable.



A: ?

B: ?

SE_A: ?

SE_B: ?

Calculate!

Sobel test statistic: 1.88057640

One-tailed probability: 0.03001478

Two-tailed probability: 0.06002956

Gambar 4.4 Uji Sobel 2

The sobel test results show that the t-statistic value is $1.88 < 1.96$ and the sig value. $0.06 > 0.05$ thus indicating that there is no effect of Employee Engagement on Employee Performance through OCB.

Uji t

Tabel 4.20 Hasil Uji t Model 1

Model	Unstandardized Coefficients		
	B	t	Sig.
(Constant)	14,231	1,671	0,098
Kepemimpinan Transformasional (X ₁)	0,180	2,707	0,008
Employee Engagement (X ₂)	0,215	2,025	0,045
OCB (Z)	0,420	4,676	0,000

Sumber: Data diolah peneliti (2025)

Based on the results of the t test above, it is obtained that the Transformational Leadership Style variable (X₁) has a t value of 2.707 with a significance of 0.008 ($p < 0.05$). This means that the Transformational Leadership Style has a significant effect on Employee Performance. Therefore, H₁ is accepted. The Employee Engagement variable (X₂) has a t value of 2.025 with a significance of 0.0045 ($p < 0.05$). This shows that Employee Engagement has a significant effect on Employee Performance. Therefore, H₂ is accepted. OCB variable (Z) has a t value of 4.676 with a significance of 0.000 ($p < 0.05$). Thus, OCB has a significant effect on Employee Performance. Then, H₅ is accepted.

Tabel 4.20 Hasil Uji t Model 2

Model	Unstandardized Coefficients		
	B	t	Sig.
(Constant)	26,464	3,032	0,003
Kepemimpinan Transformasional (X ₁)	0,192	2,806	0,006
Employee Engagement (X ₂)	0,512	5,017	0,000

Sumber: Data diolah peneliti (2025)

Based on the results of the t test model 2 above, it is obtained that the Transformational Leadership variable (X_1) has a t value of 2.806 with a significance value of 0.006 ($p < 0.05$). This shows that the Transformational Leadership Style has a significant effect on OCB. Thus, H3 is accepted. The Employee Engagement variable (X_2) has a t value of 5.017 with a significance value of 0.000 ($p < 0.05$). This means that Employee Engagement also has a significant effect on OCB. Thus, H4 is accepted.

D. CONCLUSION

Based on the results of primary data processing collected through questionnaire results, it can be concluded, transformational leadership style and employee engagement directly and significantly affect employee performance at PT Nusantara Ekspres Kilat Madiun. Both variables also show a positive and significant influence on Organizational Citizenship Behavior (OCB). Furthermore, OCB itself is proven to have a positive and significant influence on employee performance. However, interestingly, OCB did not successfully mediate the influence of transformational leadership style or Employee Engagement on employee performance at PT Nusantara Ekspres Kilat Madiun.

E. SUGGESTION

Based on the findings of this study, there are several suggestions that can be proposed for future scientific research. For researchers interested in studying the same variables, it is recommended to expand the scope of research objects by involving more companies in the logistics sector or even across sectors, in order to test the consistency and generalizability of the findings. In addition, to enrich the analysis, future researchers can consider using mixed methods that combine quantitative and qualitative approaches, such as in-depth interviews or participatory observation. This will provide a more comprehensive understanding of the dynamics of employee behavior and the factors that influence it. If possible, longitudinal studies can also be

conducted to observe changes in employee performance, employee engagement, OCB, and transformational leadership style over time. For researchers who want to develop research with different but still relevant variables, it is recommended to examine the role of other variables such as work motivation, job satisfaction, organizational culture, or procedural justice as mediators or moderators in the relationship between leadership and employee performance, or between employee engagement and OCB.

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