

The Influence of Transformational Leadership and Organizational Commitment Towards Employee Performance is Mediated by Organizational Citizenship Behavior (Study of Health Service Employees, Health Training Center, Regional Health Laboratory of Southeast Sulawesi Province)

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Abstract

Transformational leadership and organizational commitment can affect employee performance, with Organizational Citizenship Behavior as a mediating variable. By knowing this relationship, organizations can develop more effective leadership strategies and policies to improve the performance of employees of the Health Office, Bapelkes and Health Laboratories of Southeast Sulawesi Province, which ultimately increases the productivity and success of the organization as a whole, this study uses a quantitative approach. The population in this study was 404 people. the sample used the Slovin Formula with a precision of 5%. the research sample amounted to 201 respondents. this research data was analyzed using SmartPLS software. The results of this study transformational leadership has a negative effect on Organization Citizenship Behavior, has a P-Values value of 0.0085 and T-Statistics 1.128.557 or this value has P-Values > 0.05 and T-statistics > 1.96. Organizational commitment has a positive effect on organizational citizenship behavior and has a P-Values value of 0.000 and T-statistics 1,686,753 or this value has P-Values < 0.05 and T-statistics > 1.96. Transformational leadership negatively affects employee performance has a P-Values value of 0.006 and T-Statistics 1.129,320 or this value has P-Values > 0.05 and T-statistics > 1.96. Organizational commitment to employee performance has a positive effect, has a P-Values value of 0.0024 and T-Statistics 1.228,882 or this value has P-Values < 0.05 and T-statistics > 1.96. Organization citizenship Behavior has a positive effect on employee performance, has a P-value value of 0.000 and T-Statistics 1,648,266 or this value has a P-value > 0.05 and T-statistics < 1.96. There is an effect of transformational leadership on performance mediated by Organizational Citizenship Behavior as an intervening variable with a statistical value of 130.424 which is greater than the t table (1.98010). There is an effect of organizational commitment on employee performance mediated by Organizational Citizenship Behavior as an intervening variable with a statistical value of 1,514,071 which is greater than the t table (1, 98010).

Keywords: Transformational Leadership, Organizational Commitment, Organizational Citizenship Behavior, Employee Performance.

INTRODUCTION

In today's competitive world, organizations are expanding globally and facing many challenges to achieve planned goals. Therefore, leadership plays an important role in achieving these goals and encouraging employee performance (Torlak, N.G., & Kuzey, C. 2019). Leadership can be practiced in various forms, for example transactional, transformational, and laissez-faire, which are derived from the "complete leadership" model (Bass dan Riggio 2010). Transformational leadership can be described as a leadership style that promotes the collective interests of employees, helping them achieve common goals (Gunawan and Adha 2021). Cho and Dansereau (2010) argue that how transformational leaders influence individual followers has received little attention. Bass and Riggio (2010) argues that transformational leadership keeps employees from feeling alienated at work by involving them into the decision-making process and taking their ideas into account which makes them feel important and motivates them to do well. transformational leadership that is passionate, energetic, and focused on helping employees to succeed.

According to Robbins & Judge (2018), the influence of commitment on performance concludes that commitment has an impact on performance. Many managers think that employee commitment to

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organizational goals is important. For example, accepting the goal that workers accept the values and goals of the organization. [Armstrong et al \(2021\)](#) also revealed that generating employee commitment will lead to increased performance. Improved performance will result if organizations move from a traditional control-oriented approach to workforce management that relies on establishing order, exercising control and achieving efficiency, this approach is replaced by a commitment strategy.

On the other hand, according to [Guest \(1991\)](#), high organizational commitment is associated with lower workforce turnover and absenteeism, but there is no clear relationship to performance. Likewise, according to [Swales et al \(2002\)](#), despite the best efforts of researchers, the evidence for a strong positive relationship between commitment and performance remains patchy. Likewise, research by [Pane & Fatmawati \(2017\)](#) revealed that organizational commitment has an insignificant positive effect on employee performance. Previous research found that organizational commitment had a positive but not significant effect on employee performance ([Renyut et al., 2017](#)).

Organizational citizenship behavior, or behavior characterized by the voluntary initiative of making prosocial contributions to the organization and coworkers, above and beyond their formal job role, is increasingly important in such organizational contexts. Although Organizational Citizenship Behavior is not part of the formal organizational structure or reward system, it has broad implications on organizational and individual performance and effectiveness ([Basu et al., 2017](#)). Research by [Basu et al. \(2017\)](#) found that Organizational Citizenship Behavior has a positive and significant effect on employee performance. This shows that Organizational Citizenship Behavior involves proactive behavior that helps coworkers and contributes to the success of the team or work group.

[Meyer and Allen \(1991\)](#) indicate that organizational commitment is formed when employees and organizations develop a greater interest in maintaining their work relationship. Previous studies have shown that employees who feel emotionally attached to their organizations demonstrate more citizenship behavior ([Herscovitch, Lynne, and John P. Meyer. 2002](#)). This relationship is especially clear in the case of affective commitment ([Meyer and Allen, 1991](#)). [Meyer and Allen \(1991\)](#) proposed that organizational commitment is a combination of three elements, namely, affective, sustainability and normative commitment. [Organ \(2014\)](#) argued that Organizational Citizenship Behavior is considered important for organizational survival. The organ further explains that organizational citizenship behavior can maximize the efficiency and productivity of both employees and the organization which ultimately contributes to the effective functioning of the organization.

The role of the organizational citizenship behavior variable in mediating the influence of transformational leadership and organizational commitment is very important to study at the Southeast Sulawesi Provincial Health Service. The phenomena in the research object show that leadership elements encourage health service employees to achieve higher service standards. Transformation and changes in organizational culture can help improve service quality, increase efficiency and make work processes more effective. However, provincial health service employees have not carried out their role optimally in planning and developing health programs to meet the health needs of people in the province. This is like an uncontrolled stunting program, mortality is around 23 (BPS, 2023).

LITERATURE REVIEW

Hypothesis

Transformational Leadership

Transformational leadership is defined as a set of leadership behaviors that change and motivate followers to perform beyond their own expectations, with a focus on increasing follower involvement with organizational goals ([Bass and Riggio, 2010](#)). Transformational leadership pays attention to the personal needs of followers, provides support to them and trains or guides them individually ([Baskoro, 2014](#)). Because leaders act as organizational agents, leaders who implement high levels of transformational leadership can foster organizational-employee exchange relationships. [Baskoro \(2014\)](#) defines transformational leadership as the interaction between the leader and the target audience, and the promotion of morale and motivation.

According to [Buil et al \(2019\)](#) transformational leadership is an effort to increase the awareness of target audiences and develop them in line with the ideals of equality in peace and tranquility, where competition does not turn into hatred and jealousy, where morals and motivation are prioritized.

Leadership occurs “when one or more people engage with others in such a way that leaders and followers elevate each other to higher levels of motivation and morality ([Northouse, 2021](#)). Transformational leadership is part of the “New Leadership” paradigm ([Bryman, 2012](#)). [Bass and Riggio \(2010\)](#) suggest that the popularity of transformational leadership may be due to its emphasis on intrinsic motivation and follower development, which fits the needs of today's work groups, who want to be inspired and empowered to succeed in times of uncertainty.

Organizational Citizenship Behavior (OCB)

According to [Organ \(2014\)](#) defines Organizational Citizenship Behavior as individual behavior that is free (discretionary), which does not directly and explicitly receive rewards from the formal reward system, and which overall encourages the effectiveness of organizational functioning. According to [Al-Amin \(2017\)](#), Organizational Citizenship Behavior is an individual's contribution to exceeding role demands at work. Organizational Citizenship Behavior involves a number of behaviors, including helping others, volunteering for extra tasks, complying with workplace rules and procedures. According to [Al-Kuehn & Busaidi \(2002\)](#) Organizational Citizenship Behavior includes behavior demonstrated by employees who are classified as extra roles and are not formally assigned or assigned by the organization.

Organizational Citizenship Behavior usually refers to behavior that has a positive impact on the organization or its members. The Organizational Citizenship Behavior concept considers employee behavior that is not part of the individual's job description, is not included in the employee's contract, and is beneficial to organizational performance ([Anit dkk 2022](#); [Sutanjar and Santoyo 2019](#)). Organizational Citizenship Behavior is the voluntary behavior of organizational members; they go beyond the scope of their job responsibilities, and are aimed at helping coworkers and/or safeguarding the organization and its operations ([Pane and Fatmawati 2017](#)). [Robbins et al \(2014\)](#) claims that Organizational Citizenship Behavior is staff behavior that is not part of their mandatory job, but supports effective organizational functioning. Organizational citizenship behavior as behavior that does not appear in a formal job description, but facilitates the implementation of tasks in the organization.

Organizational Commitment

Commitment represents the strength of an individual's identification with and involvement in an organization. This is a concept that has played an important role in HRM philosophy. [Guest \(1991\)](#) suggests that HRM policies are designed to maximize organizational integration, employee commitment, flexibility and work quality. [Baron and Kenny \(1986\)](#) identified commitment in their concept of HRM as a key dimension because it can not only result in more loyalty and better performance for the organization, but also in self-esteem, dignity, involvement psychology, and individual identity.

According to [Allen & Meyer \(1996\)](#), organizational commitment can be defined generally as a psychological relationship between employees and their organization that makes it less likely that employees will voluntarily leave the organization. Organizational commitment is the extent to which employees identify their goals and desires with a particular organization to maintain membership in the organization ([Robbins & Judge, 2018](#)). [Anit dkk \(2022\)](#) reveal that organizational commitment is a multidimensional construct that reflects workers: identification with the organization (loyalty), attachment to the organization (intention to stay), and willingness to expend effort on behalf of the organization (discretionary effort). Commitment refers to attachment and loyalty. This is related to how individuals feel about their organization. [Miles \(2012\)](#) states that it is characterized by emotional attachment to one's organization resulting from shared values and interests.

Employee Performance

According to Robbins & Judge (2018) that performance is a combination of effectiveness and efficiency in carrying out core work tasks. All of these types of performance relate to the core duties and responsibilities of a job and are often directly related to the functions listed in the formal job description. According to Bass and Riggio (2010) performance is the recording of the impact produced on specific work functions or activities during a certain period of time. According to performance is a concise measurement of the quantity and quality of the contribution of tasks carried out by individuals or groups to the work of a unit or organization. Performance is the level of success in carrying out tasks and the ability to achieve predetermined goals (Gibson et al (2012)). According to performance is the achievement or achievement of work results achieved by employees based on predetermined standards and assessment measures.

Kuncoro et al (2021) states that performance is an assessment of the quality of management and the quality of carrying out organizational tasks or operations. Performance is the level of work achieved by a person with predetermined conditions. Rivai (2020) stated that performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with their responsibilities with the expected results. Mumford et al (2000) stated that performance is a description of the level of achievement of the implementation of a program or policy in realizing targets, goals, vision and mission. Employee performance (work achievement) is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

According to Miles (2012) performance appraisal is the process of evaluating how well employees do their work when compared to a set of standards and then communicating that information. Meanwhile, according to Pane and Fatmawati (2017), performance appraisal is an assessment carried out by the organization's management, both employees and managers who have been carrying out their work.

Hypothesis

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

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

H3: Organizational citizenship behavior has a positive and significant effect on employee performance.

H4: Transformational leadership has a positive and significant effect on Organizational citizenship behavior

H5: Organizational commitment has a positive and significant effect on Organizational citizenship behavior

H6: Transformational leadership has a positive and significant effect on employee performance, mediated by Organizational citizenship behavior

H7: Organizational commitment has a positive and significant effect on employee performance, mediated by Organizational citizenship behavior.

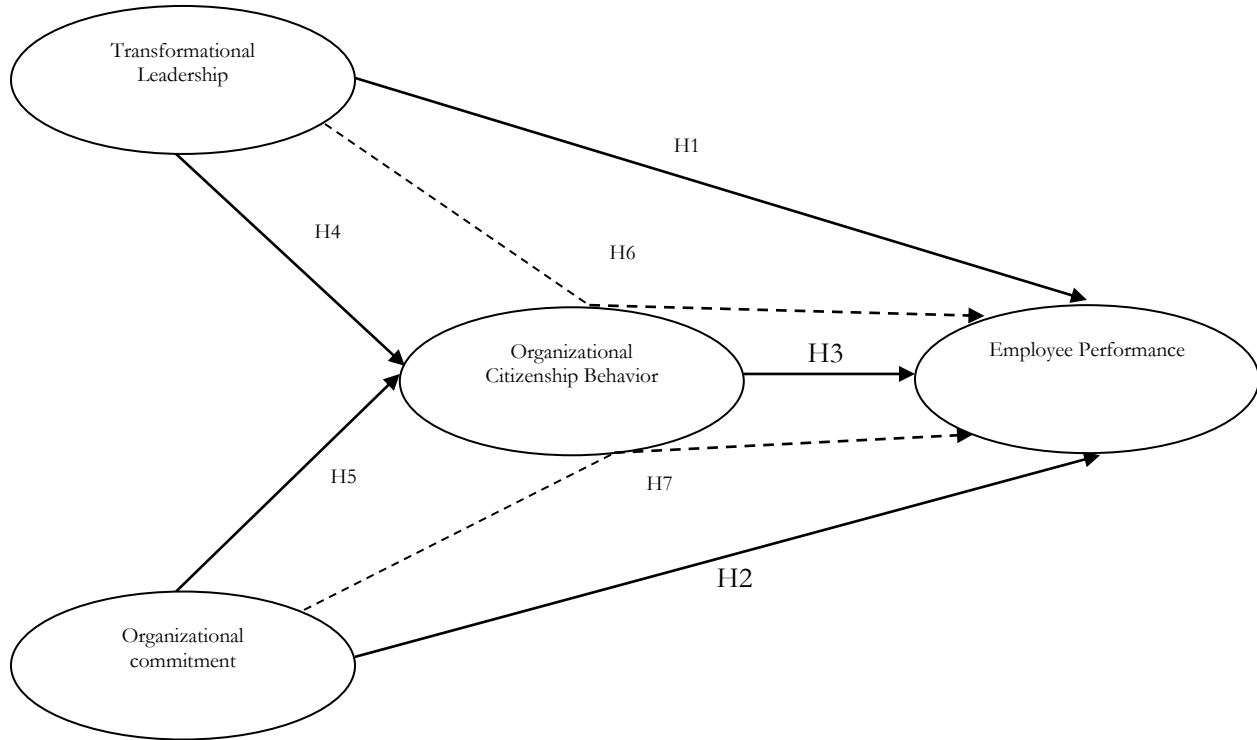


Figure1. Research Conceptual Framework

METHODS

Research Design

This research was carried out at the Southeast Sulawesi Provincial Health Service for the reason that Health Service employees play a role in providing health services and planning health programs for the community, research on these employees will help in improving the performance and quality of their work, so that the health services provided can be better. better and more responsive to community needs.

The populations in this study were 404 employees of the Southeast Sulawesi Provincial Health Service who worked at the Health Service Office, Bapelkes, and Health Laboratory. The sample size uses the Slovin Formula with a precision of 5%. Thus, the research sample consisted of 201 respondents.

The type of inferential statistics used in this research is the t-test which is used to determine whether groups of scores have significant differences in the level of choice probability. To determine the value of the research t-test statistic, this research data was analyzed using SmartPLS software version 3.0. which is run using computer media.

Operational Definition of Variables

Transformational leadership is a way for leadership elements to move subordinates by providing ideal influence (examples), motivational inspiration, intellectual stimulation, individual consideration in achieving common goals (Bass and Riggio, 2010). Organizational citizenship behavior is: voluntary and extra-role behavior carried out by employees (Podsakoff et al., 2000). Organizational commitment is the ability and

willingness of each employee to align personal behavior with the needs, priorities and goals of the organization (Allen & Meyer, 1996). Employee performance is the achievement of results obtained by employees in accordance with what is expected within the scope of work in a certain period (Robbins & Judge, 2018).

RESULTS

Evaluating Reliability and Average Variance Extracted (AVE)

Table 1 Composite Reliability and Average Variance Extracted

	Cronbach's alpha	The average variance is extracted (AVE)
Transformational leadership (X1)	0.90598	0.56981
Employee Performance (Z)	0.81629	0.52448
Organizational Commitment (X2)	0.87473	0.57259
Organizational Citizenship Behavior (Y)	0.92823	0.58269

Source: Data processing with SmartPLS, 2024

Based on the table, it can be concluded that all constructs meet the reliability criteria, this is shown by the composite reliability/Cronbach's alpha > 0.70 and AVE > 0.50 values as the recommended criteria.

R-square Analysis

Table 2 R-Square Value

	R-square	Adjusted R-square
Employee Performance (Z)	0.90327	0.90180
Organizational Citizenship Behavior (Y)	0.63797	0.63431

Source: Data processing with SmartPLS, 2024

This research uses 2 variables which are influenced by other variables, namely the employee performance variable (Z) which is influenced by Organizational Citizenship Behavior (Y) and Transformational Leadership (X1) and the Organizational Commitment variable (X2). Table 2 shows that the R-square value for the employee performance variable (Z) is 0.90327 with an adjusted R-square value of 0.90180 and for the Organizational Citizenship Behavior (Y) variable it is 0.63797 with an adjusted R-square value of 0.63431. These results show that 90.3% of the employee performance variable (Z) is influenced by transformational leadership (X1) and 63.7% of the Organizational Citizenship Behavior (Y) variable is influenced by transformational leadership (X1) and organizational commitment (X2).

F-square Analysis

Table 3. Results of F-square values

	Transformational leadership (X1)	Employee Performance (Z)	Organizational Commitment (X2)	Organizational Citizenship Behavior (Y)
Kepemimpinan Transformasional (X1)		0.00689		0.00637
Kinerja Pegawai (Z)				
Komitmen Organisasi (X2)		0.05505		117.182
Organizational Citizenship Behavior (Y)		277.246		

Source: Data processing with SmartPLS, 2024

Based on table 4, it can be seen that the transformational leadership variable influences employee performance with small criteria because it has an F-square value of 0.00689. Transformational leadership influences Organizational Citizenship Behavior with small criteria because it has a value of 0.00637. Organizational commitment influences employee performance with small criteria because it has a value of

0.05505. Organizational commitment influences Organizational Citizenship Behavior with large criteria because it has a value of 117.182. Organizational Citizenship Behavior influences employee performance with large criteria because it has a value of 277,246. Thus, it can be concluded that the largest F-Square value is the influence of organizational commitment on Organizational Citizenship Behavior and Organizational Citizenship Behavior influences employee performance.

Testing The Direct Influence Hypothesis

Table 4. Hypothesis Test Results

	Original sample (O)	Sample average (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Transformational leadership (X1) -> Employee Performance (Z)	0.73051	0.72805	0.02359	1.129.320	0.00600
Transformational leadership (X1) -> Organizational Citizenship Behavior (Y)	0.64660	0.65917	0.04403	1.128.557	0.00865
Organizational Commitment (X2) -> Employee Performance (Z)	0.52670	0.52876	0.04550	1.228.288	0.00248
Organizational Commitment (X2) -> Organizational Citizenship Behavior (Y)	0.76736	0.76860	0.04549	1.686.753	0.00000
Organizational Citizenship Behavior (Y) -> Employee Performance (Z)	0.86068	0.85730	0.05221	1.648.626	0.00000

Source: Data processing with SmartPLS, 2024

Testing The Indirect Effect Hypothesis

Table 5. Result For Sobel Test

	T statistik (O/STDEV)	Nilai P (P values)
Transformational leadership (X1) -> Organizational Citizenship Behavior (Y) -> Employee Performance (Z)	130.424	0.19221
Organizational Commitment (X2) -> Organizational Citizenship Behavior (Y) -> Employee Performance (Z)	1.514.071	0.00000

Source: Data processing with SmartPLS, 2024

DISCUSSION

The Influence of Transformational Leadership on Organizational Citizenship Behavior

The research results show that transformational leadership has a significant positive influence on Organizational Citizenship Behavior in the Southeast Sulawesi Provincial Health Service, Bapelkes, and Labkesda, with a P-Values value of 0.0085, T-Statistics 1,128,557, and Path Coefficient 0.6466. This means that increasing transformational leadership by one unit will increase Organizational Citizenship Behavior by 0.6466. This research is consistent with the findings of Krishnan and Arora (2018), who also found that transformational leadership has a positive and significant effect on employee Organizational Citizenship Behavior. Frequency analysis of respondents' answers shows that all indicators of transformational leadership—ideal influence, inspirational motivation, intellectual stimulation, and individualized consideration—are considered important in forming a transformational leadership style. According to [Benyamin \(2016\)](#), transformational leaders inspire optimism about the future and communicate the vision and mission well. Transformational leaders focus on developing subordinates, in contrast to transactional leaders who only focus on achieving goals without developing subordinate responsibilities. According to [Zabihi \(2012\)](#), Organizational Citizenship Behavior binds leaders and employees indirectly, building attitudes and behavior that are in line with the company's vision, mission and strategy. Leaders can establish mechanisms to maintain, develop, or change Organizational Citizenship Behavior, which are then adapted by followers

through the socialization process. Appropriate leadership is necessary to increase Organizational Citizenship Behavior in organizations, which strengthens organizational citizenship behavior.

The Influence of Organizational Commitment on Organizational Citizenship Behavior

The research results show that organizational commitment has a significant influence on Organizational Citizenship Behavior in the Southeast Sulawesi Provincial Health Service, Bapelkes, and Labkesda. With a P-Values value of 0.000 and T-Statistics of 1,686,753 (greater than 1.96), and a Path Coefficient of 0.767, an increase in organizational commitment by one unit increases Organizational Citizenship Behavior by 0.564. This research is in line with the findings of Anit Somech and Izhar Oplatka (2021), which show that organizational commitment is correlated with Organizational Citizenship Behavior. O'Reilly and Chatman's theory also supports that strong social ties in organizations motivate members to contribute more to achieving organizational goals. Research by Balfour et al (1996) as well as Bogler and Somech (2019), (Foote and Yong 2022), and (Zeinabadi 2022) also found that organizational commitment was the main predictor of increased Organizational Citizenship Behavior. Employees often already apply Organizational Citizenship Behavior naturally, which can be seen in helpful behavior, volunteering for extra tasks, and complying with work rules. (Mutiadi, Gunawan, and Sucipto 2021) defines Organizational Citizenship Behavior as individual behavior that is voluntary and not formally rewarded, but supports overall organizational effectiveness. This behavior reflects employee added value and constructive and helpful prosocial behavior.

The Influence of Transformational Leadership on Employee Performance

The research results show that transformational leadership has a significant and positive influence on employee performance at the Southeast Sulawesi Provincial Health Service, Bapelkes, and Labkesda. With a P-Values value of 0.006 and T-Statistics of 1,129,320 (greater than 1.96), and a Path Coefficient of 0.73051, a one unit increase in transformational leadership increases employee performance by 0.73051. This research supports the findings of Kuncoro et al. (2021) which states that transformational leadership has a positive and significant effect on employee performance. Transformational leadership aims to transform the values of subordinates to support the organization's vision and mission, improve good relations and mutual trust within the organization. This model is considered effective leadership because it directs organizational behavior towards desired goals. According to Mintzberg (2015), leadership is the key to trust that comes from respect. Research by Rahman et al. (2013) and Lievens et al. (2009) show that effective leaders use their power to improve follower and organizational performance. Raelin et al (2014) added that leadership is directly connected to people's specific practices, and leaders have a positive influence on follower job satisfaction and performance.

Influence of Organizational Commitment on Employee Performance

The research results show that organizational commitment has a significant and positive influence on employee performance at the Southeast Sulawesi Provincial Health Service, Bapelkes, and Labkesda. With a P-Values value of 0.0024 and T-Statistics of 1,228,882 (greater than 1.96), and a Path Coefficient of 0.5278, a one unit increase in organizational commitment increases employee performance by 0.5278. This finding is in line with research by Pane and Fatmawati (2017), Yasa (2018), and Indriyanto et al (2013), who also found that organizational commitment has a positive effect on employee performance. Organizational commitment influences employee performance by increasing awareness of rights and obligations within the organization, which contributes to the collective achievement of organizational goals. Employees with high commitment tend to be more productive, stay on the job longer, and focus on achieving organizational goals. Organizational commitment reflects acceptance and strong belief in the values and goals of the organization, as well as the drive to maintain membership in the organization. Employees who have high commitment usually show strong positive behavior and are oriented towards achieving organizational goals, so that their performance is optimal.

The Influence of Organizational Citizenship Behavior on Employee Performance

The results of the research show that Organizational Citizenship Behavior has a significant influence on employee performance at the Southeast Sulawesi Provincial Health Service, Bapelkes, and Labkesda, with a P-Values value of 0.538 and T-Statistics 1,648,266 (P-Values > 0.05 and T -Statistics < 1.96), and Path Coefficient of 0.860. This means that a one unit increase in Organizational Citizenship Behavior increases employee performance by 0.860. The highest indicator of Organizational Citizenship Behavior is prudence, while an attitude of not liking to complain (sportsmanship) has the most important role in forming Organizational Citizenship Behavior. In contrast, policy behavior has the lowest estimated loading factor value. A non-complaining attitude includes employees' willingness to be tolerant, try without complaining, and not exaggerate problems. In line with research by [Boman and Motowidlo \(2020\)](#) and [Luthans \(2021\)](#), Organizational Citizenship Behavior contributes positively to individual, group and organizational performance by reducing disputes and increasing work efficiency. [Manoppo \(2020\)](#) research also shows that Organizational Citizenship Behavior has a significant influence on performance. Employee performance is assessed through indicators of work quality, quantity of work output, punctuality, attendance and cooperation. Employee presence has an important role in shaping performance, where employees attend work according to working hours, complete tasks on time, and do not leave the office during working hours. The attendance indicator has the highest estimated loading factor value, indicating that attendance is very important in reflecting employee performance. Overall, the majority of respondents perceived employee performance as high.

The Influence of Transformational Leadership through the Organizational Citizenship Behavior variable on Employee Performance

This research examines the influence of transformational leadership on employee performance at the Southeast Sulawesi Provincial Health Service, Bapelkes, and Labkesda, with Organizational Citizenship Behavior as an intervening variable. The results show that transformational leadership has a significant effect on employee performance through Organizational Citizenship Behavior, with a statistical value of 130,424 (greater than t table 1.98010), so the hypothesis is accepted. This research is in line with the findings of [Krishnan and Arora \(2018\)](#) which stated that transformational leadership has a positive effect on Organizational Citizenship Behavior. Transformational leadership dimensions such as ideal influence, inspirational motivation, intellectual stimulation, and individualized consideration are considered important in increasing Organizational Citizenship Behavior and employee performance. [Luthans \(2021\)](#) states that transformational leadership has a significant influence on Organizational Citizenship Behavior when the organizational culture is strong, which then gives rise to positive values and behavior. [Fiedler](#) research and [Atmojo \(2012\)](#) also support that transformational leadership plays a role in increasing Organizational Citizenship Behavior, which in turn increases employee performance, as stated by [Slater and Narver \(2000\)](#) and [Kamel et al. \(2015\)](#). This research confirms that effective transformational leadership improves employee performance and Organizational Citizenship Behavior behavior. However, several studies, such as [Dickson \(2019\)](#) state that employee performance does not always have a significant effect on Organizational Citizenship Behavior. Another factor that influences employee performance is job satisfaction, which includes aspects such as the job itself, salary, recognition, supervision, cooperation, and opportunities for development. [Robbins et al \(2014\)](#) defines Organizational Citizenship Behavior as voluntary behavior that is not a formal obligation but supports the effective functioning of the organization. Organizational Citizenship Behavior can arise from high job satisfaction and organizational commitment, which ultimately benefits the company because employees who have Organizational Citizenship Behavior tend to contribute more than expected.

The Influence of Organizational Commitment Through the Organizational Citizenship Behavior Variable on Employee Performance

This research examines the influence of organizational commitment on employee performance at the Southeast Sulawesi Provincial Health Service, Bapelkes, and Labkesda, with Organizational Citizenship Behavior as an intervening variable. The results show that organizational commitment has a significant effect on employee performance through Organizational Citizenship Behavior, with a statistical value of 1,514,071 (greater than table 1.98010), so the hypothesis is accepted. This means that organizational commitment can improve employee performance indirectly through Organizational Citizenship Behavior. Appreciation from the health department, Bapelkes, and Labkesda makes employees feel that they are not at a disadvantage when carrying out additional tasks. Employees are willing to help coworkers, obey rules, and be disciplined without expecting big rewards, showing Organizational Citizenship Behavior. Appropriate appreciation from the organization also increases employee loyalty, strengthens attachment to the company, and encourages commitment to the organization. This research is in line with the findings of [Ticoalu \(2013\)](#) which shows that Organizational Citizenship Behavior and organizational commitment have a significant effect on employee performance. Increasing Organizational Citizenship Behavior makes employees more active in organizational activities, increases understanding and openness to suggestions and criticism, which ultimately improves employee performance.

CONCLUSION

Transformational leadership influences employee performance because transformational leadership involves the ability to inspire, motivate and change employees through a strong vision and deep understanding. However, if leaders cannot implement this approach effectively, then its impact on employee performance may be limited. Transformational approaches may be inappropriate or ineffective. For example, in highly bureaucratic or hierarchical organizations, the flexibility and change driven by transformational leadership may be difficult to implement.

Transformational leadership has a positive effect on Organizational Citizenship Behavior, meaning that transformational leaders often set high visions and expectations. If these expectations are unrealistic or too stressful, employees may feel overwhelmed and stressed, which may reduce their motivation to engage in Organizational Citizenship Behavior.

Organizational commitment has a positive effect on employee performance, which means that organizational commitment creates a positive work environment where employees feel appreciated and motivated to give their best. This results in improved individual performance which ultimately contributes to overall organizational success.

Organizational commitment has a positive effect on organizational citizenship behavior, which means that employees who feel satisfied with their work are more likely to show Organizational Citizenship Behavior because they feel appreciated and fulfilled at work, so they want to contribute more to a positive work environment.

Organization citizenship behavior has a positive effect on employee performance, which means Organizational Citizenship Behavior encourages a supportive, collaborative and innovative work culture. Employees who engage in these behaviors tend to perform better because they feel more motivated, engaged, and able to work effectively in a positive environment.

There is a positive influence of transformational leadership on employee performance at the Southeast Sulawesi Provincial Health Service, Bapelkes and Labkesda which is mediated by Organizational Citizenship Behavior as an intervening variable, shown by a statistical value of 130,424 which is greater than ttable (1.98010).

There is a positive influence of organizational commitment on employee performance at the Southeast Sulawesi Provincial Health Service, Bapelkes and Labkesda which is mediated by Organizational Citizenship Behavior as an intervening variable, shown by a statistical value of 1,514,071 which is greater than ttable (1.98010).

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Future researchers are advised to conduct research in other locations related to environmental awareness or socialization. This is because this institution has a higher sense of empathy so that it is in accordance with the organizational citizenship behavior variable.

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