

Review Article

The Effect of Transformational Leadership on Employee Performance Mediated by Organizational Citizenship Behavior and Work Motivation (Study on Employees of PT. PLN (Persero) Bali Distribution Main Unit)

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Abstract - This study aims to explain the role of organizational citizenship behavior and work motivation in mediating the relationship between transformational leadership and employee performance. This research was conducted at PT. PLN (Persero) Bali Distribution Main Unit with a sample size of 71 PDKB employee respondents. Determination of samples using saturated samples. The analysis technique used is Structural Equation Modeling (SEM) with variance-based SEM (VB-SEM) approach with Partial Least Square (PLS). The results showed that all research hypotheses were accepted. Transformational leadership, OCB, and work motivation have a positive and significant effect on employee performance, while transformational leadership has a positive and significant effect on OCB and work motivation. This study is also able to prove that OCB and work motivation are able to mediate the effect of transformational leadership on employee performance. Thus the management must pay more attention to transformational leadership at PT. PLN (Persero) Bali Distribution Main Unit.

Keywords - Transformational Leadership, OCB, Work Motivation, Employee Performance.

I. INTRODUCTION

PT. PLN (Persero) is a state-owned company engaged in electricity. In order to realize the company's vision and mission, PT. PLN (Persero) transformed by setting four strategic goals, namely lean, green, innovative, and customer-focused. The customer-focused aspect relates to improving service and customer satisfaction, namely increasing the reliability of electricity supply continuously

without any power outages that are felt by customers. The reliability of the power supply is measured by the average index of frequency of outages and the average index of the duration of outages. To support the increase in the reliability of the electricity supply, an organizational structure for Work in a Tension Situation is formed, which is called PDKB. The duties and responsibilities of PDKB employees are to carry out electrical network maintenance work to prevent electrical disruptions due to equipment damage. PDKB employees are permanent employees who are specially recruited and trained to be able to work in 20 kV voltage conditions and work at high risk.

The achievement of PDKB performance at the Main Unit level is presented in Figure 1. According to figure 1, the achievement of the PDKB performance of PLN Bali has not reached the ideal target set for the last five years and has even decreased significantly in 2020. Annual target setting is calculated from the effective working days in a year multiplied by the number of teams (daily target for method teams is 2 points per day and 3 points per day direct touch method team) so that the target setting adjusts to the number of teams when there is a reduction or addition of teams. Especially in 2020, the target is adjusted to the effective working days in a year after deducting the workdays that are closed due to the lockdown office due to Covid-19 exposure to PDKB employees.



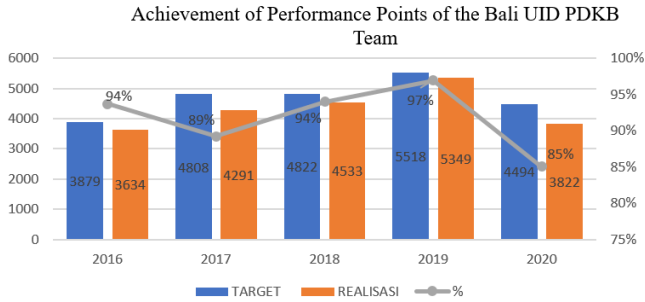


Fig. 1 Achievement Performance of PDKB PT. PLN (Persero) Bali Distribution Main Unit

The cumulative achievement of PDKB performance at the Implementing Unit level from 2016 to 2020 is presented in Figure 1.2. Based on the breakdown of the performance achievement of each Implementing Unit, all Implementing Units have also not reached the target, causing the PLN Bali achievement not to be achieved. The performance achievement of the East Bali Implementing Unit has only succeeded in reaching 98 percent with the realization of 6,807 points from the target of 6,916 points. Meanwhile, the North Bali Implementing Unit has only reached 95 percent with the realization of 6,461 points from the target of 6,797 points. Meanwhile, the South Bali Implementing Unit only reached 85 percent with the realization of 8,361 points from the target of 9,808 points.

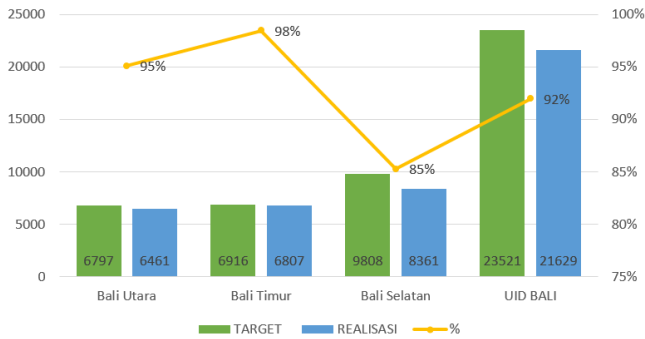


Fig. 2 Implementing Unit Performance Achievements in cumulative 2016-2020

After the interview process was carried out, it was found that there were factors that influenced the inability to achieve performance. These factors are ineffective communication between leaders and employees. PDKB employees interviewed said that leaders rarely motivate to convey strategic matters facing the company beyond the employee job description. Employees expect effective communication and optimal motivation from the leadership so that they can inspire employees to explore individual abilities and breakthrough ideas in solving work problems.

Lack of cooperation between employees in one team will have an impact on the length of time completing a job. This can occur because the leader has not been optimal in distributing work, forming teams, and analyzing individual characteristics (age, behavior, and technical ability). Referring to the results of the interview also implies that employees are demotivated due to a lack of opportunities for careers outside the PDKB division. This happens because of the tendency to retain existing employees in the PDKB section to meet the minimum standard for the number of PDKB employees.

Seeing these problems, this research was then carried out to answer these problems. It is known that the achievement of PDKB performance for each Implementing Unit which is supervised by PLN Bali, has not been realized. This indicates a problem in the performance of the PDKB team in each Implementing Unit. According to the PDKB governance rules, in carrying out work, the minimum number of employees must be met, namely a minimum of five employees for the direct touch method and seven employees for the distance method. The task implementation process cannot run well when the employees do not reach the minimum number, so this will be hampered if one employee has problems in the team. The results of the interviews showed that the problems that arise tend to be PDKB employees themselves, which in turn can hinder the performance of the PDKB teams in their respective units. Therefore this study will analyze at the individual or employee level to answer the problems that occur in the PDKB team at PLN Bali.

To improve employee performance, many factors can be considered. One of these factors can be seen from the leadership style in a company. Companies can survive, develop, and be competitive because of the company's leadership policies (Setyaningrum et al., 2017). Organizations need leaders who can advance the organization, create future missions and inspire members of the organization to achieve that vision (Robbins & Judge, 2013: 368). Transformational leaders influence subordinate's organizational commitment by encouraging subordinates to think critically through using new approaches, involving subordinates in the decision-making process, inspiring loyalty while recognizing and appreciating the different needs of each subordinate to develop or personal potential (Avolio et al., 2015). The results of research by Putra and Adnyani (2016) show that there is a positive and significant relationship between transformational leadership and employee performance. However, there is one study that shows different results. The study states that transformational leadership has no significant effect on the performance of coal mine employees in North Kalimantan Province (Lee & Hidayat, 2018).

In addition to transformational leadership, the decline in employee performance can also be influenced by Organizational Citizenship Behavior. Organizational

Citizenship Behavior is optional behavior that is not part of an employee's formal work obligations but still supports the effective functioning of the organization (Robbins & Judge, 2013: 27). This is supported by research by Putra and Adnyani (2016), which shows a positive relationship between Organizational Citizenship Behavior and employee performance. The results of other studies also state that Organizational Citizenship Behavior has a positive and significant effect on employee performance.

In addition to transformational leadership and Organizational Citizenship Behavior, employee performance improvement can also be influenced by work motivation. Motivation is a strong internal drive to work to produce output by expectations. Employees in organizations who have the motivation to improve performance can work as well as possible by directing the work standards or results that have been set. Motivation is a process that explains the intensity, direction, and persistence of each individual to achieve a goal (Robbins & Judge, 2013: 202). Motivation is also defined as a process that takes into account the desire and persistence of an individual to achieve goals, which means the result of the interaction between the individual and the situation (Robbins & Judge, 2013: 202). This is following the results of research by Putra and Sudibya (2019), which show that work motivation has a positive and significant effect on employee performance.

Organizational Citizenship Behavior can also be influenced by the leadership applied by a superior to his subordinates. This is supported by the research of Shah et al. (2016), which shows that transformational leadership has a positive and significant effect on Organizational Citizenship Behavior. Prahesti et al. (2017) show that transformational leadership has a positive and significant effect on performance mediated by Organizational Citizenship Behavior. Thus, employee performance increases to be optimal because it is influenced by transformational leadership with Organizational Citizenship Behavior as mediation.

Transformational leaders positively and significantly influence employee motivation (Putra & Sudibya, 2019). Transformational leaders can communicate and identify areas of change that employees need. Transformational leaders can inspire employees to achieve goals, provide freedom to achieve goals to build change, and create a vision that motivates their followers to strive for change (Afsar & Umrani, 2019). Research by Putra & Sudibya (2019) shows that there is a positive influence between transformational

leadership variables on employee performance through the mediation of work motivation variables. The results of this study indicate that leaders have the ability to motivate and supervise their subordinates to achieve better performance standards to overcome job failures that may occur. Transformational leaders who can motivate employees will also be able to improve employee performance.

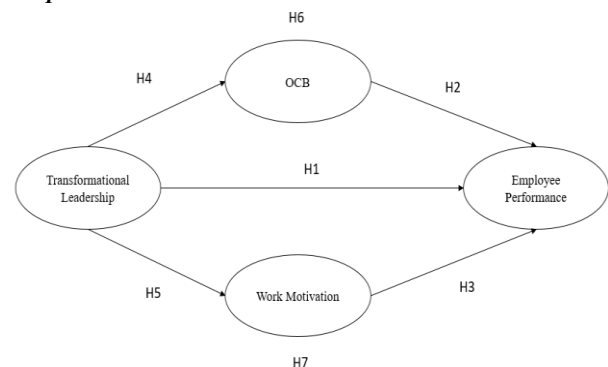
Seeing the problems that occur at PLN Bali, the researcher wants to examine the effect of transformational leadership on employee performance mediated by Organizational Citizenship Behavior and work motivation of employees at PLN Bali.

II. LITERATURE REVIEW AND RESEARCH HYPOTHESIS

Literature Review

The theory underlying this research is *Social Exchange Theory*. Homans (1961) defines *social exchange* as an exchange of activities between at least two people, tangible or intangible, and more or less useful or expensive. Performance is an achievement of a person, team, or work unit in carrying out the task compared to the target targeted at him (Veithzal, 2009). Leadership transformational is considered a model of a leader appropriate and able to influence and involve themselves and members in being able to think critically in the process decision making, increase efficiency and productivity at work (Avolio et al., 2015). Kumar et al. (2009) define *Organizational Citizenship Behavior* as individual behavior that gives contributes to the creation of organizational effectiveness and is not directly related to the organization's reward system. Siswanto (2005) can interpret motivation as a situation psychology and human mental attitude which gives energy, encourages activities (*moves*), and leads or channels behavior towards achieving needs that give satisfaction or reduce the imbalance.

Conceptual Framework



Research Hypothesis

The Influence of Transformational Leadership on Employee Performance

Previous research has broadly identified leader behavior as playing a key role in influencing employee

performance. Based on the results of the analysis in research by (Eliyana et al., 2019), it can be concluded that the transformational leadership variable has a positive and significant effect on employee performance. This indicates that the better the implementation of transformational leadership by company leaders will make employee performance higher. This conclusion is also supported by research (Syafii et al., 2015); (Putra & Adnyani, 2016) and (Syafuddin, 2016), which show that transformational leadership has a positive and significant effect on employee performance. The research of Semuel et al. (2017) shows that transformational leadership is active in inspiring employees so that employees can improve their performance and company performance. According to Buil et al. (2019), transformational leadership can make changes to the morale, interests, and values of subordinates so that it can motivate subordinates to work better than expected. However, further research is needed regarding the specific mechanisms by which this effect occurs and the boundary conditions under which transformational leadership enhances employee performance (Holten et al., 2018).

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

The Influence of Organizational Citizenship Behavior on Employee Performance

Research conducted by Putra & Adnyani (2016) and Barsulai et al. (2019) prove that Organizational Citizenship Behavioral has a positive and significant effect on employee performance. This means that the more employees generate the behavior of selfishness and high obedience to the company, the more quality the employee's performance will be. The same thing was stated by the results of research from Prahesti et al. (2017) stated that Organizational Citizenship Behavior has a positive and significant effect on employee performance. This means that the higher the extra role an employee has, the higher the employee's intention to improve his performance. According to Chelagat et al. (2015) and Putri and Utami (2017), Organizational Citizenship Behavior can improve performance because of the element of altruism in it. Employees demonstrate a desire to help the company achieve its goals demonstrated through its performance.

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

The Influence of Work Motivation on Employee Performance

Motivation is a process of needing to satisfy. That is, when certain factors can meet individual needs, the individual will exert all efforts to achieve organizational goals with maximum work results. Based on the results of research conducted by Putra and Sudibya (2019), it is explained that work motivation has a positive and significant effect on employee performance. This means that the higher the level of work motivation given to employees, the higher the level of employee performance. This is supported by

previous research conducted by (Priyanto, 2016) which shows motivation has a positive and significant effect on employee performance. It can be interpreted that the higher the work motivation, the higher the employee's performance. Likewise, Kuswati (2020) and Elvina and Chao (2019) show that motivation has a positive impact on performance.

H3: Work motivation has a positive and significant effect on employee performance.

The Influence of Transformational Leadership on Organizational Citizenship Behavior

Based on the results of research from Kim and Park (2019), it is concluded that transformational leadership has a significant direct and indirect effect in improving Organizational Citizenship Behavior. This is also supported by the results of research conducted by Prahesti et al. (2017), who concluded that transformational leadership has a positive and significant effect on Organizational Citizenship Behavior. This means that the higher the transformational leadership values that have been applied by the leadership, the higher the employee's Organizational Citizenship Behavior. In the research conducted by Manoppo (2020), it was also concluded that transformational leadership has a positive and significant effect on the Organizational Citizenship Behavior of subordinates. Transformational leaders help build cooperation between employees so that each individual feels motivated and becomes more active in work and extra work outside of work.

H4: Transformational leadership has a positive and significant effect on Organizational Citizenship Behavior.

The Influence of Transformational Leadership on Work Motivation

Research conducted by Putra & Sudibya (2019) and Arman et al. (2018) show that transformational leadership is positively and significantly related to work motivation variables. This shows that good transformational leadership can encourage or motivate individuals to perform tasks optimally. This is supported by research conducted by Morkevičiūtė and Endriulaitienė (2020), which shows that employee motivation increases when transformational leaders can see a future vision can act as role models, and provide intellectual stimulation. Aunjum et al. (2017) show similar results that transformational leadership has positive implications for work motivation. This can occur because transformational leaders must understand the needs of followers, propose a clear vision, implement a great system, and delegate anger substantially so that followers will make the best efforts of employees for the organization and achieve employee goals themselves.

H5: Transformational leadership has a positive and significant effect on work motivation.

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

Research conducted by Shah et al. (2016) shows empirical support that transformational leadership is positively related to increased employee work performance through Organizational Citizenship Behavior. This shows that transformational leaders can make a significant contribution to employee performance and Organizational Citizenship Behavior which ultimately increases organizational output. Based on the results of research conducted by Prahesti et al. (2017) also concluded that transformational leadership mediated by Organizational Citizenship Behavior affects employee performance. Organizational Citizenship Behavior of employees will strengthen the influence of transformational leadership on employee performance.

H6: Transformational leadership has a positive and significant effect on employee performance mediated by Organizational Citizenship Behavior.

The Influence of Transformational Leadership on Employee Performance mediated by Work Motivation

Based on the results of research conducted by (Putra and Sudibya (2019), it shows that if the leader can provide good transformational leadership for employees, then his subordinates will become someone who feels capable and highly motivated and strives to achieve high work performance. Based on the Sobel test found a positive influence between transformational leadership variables on employee performance through work motivation variables. This supports previous research conducted by Priyanto (2016), which found that transformational leadership has a positive and significant effect on employee performance through motivation, in the sense that motivation can mediate Transformational leadership on employee performance Jayaweera (2015) also shows that motivation can mediate the relationship between transformational leadership and employee performance.

H7: Transformational leadership has a positive and significant effect on employee performance mediated by work motivation.

III. RESEARCH METHODOLOGY

This research is associative causality research using a quantitative approach. The scope of this research was conducted on PDKB employees at PLN Bali Jl. Letda Tantular No 1 Renon, Denpasar. The data used in this research are quantitative data and qualitative data. The quantitative data used were age, grade (position), and data from the measurement results of the questionnaire for each variable used in this study. The qualitative data used are the company profile, general description of the company, the identity of the respondents, and the results of interviews related to the assumption of low performance, which is influenced by transformational leadership, Organizational Citizenship Behavior, and work motivation.

The population in this study were PDKB employees who worked at PLN Bali. There are 71 PDKB employees at PLN Bali, with details of 32 people working in the South Bali Implementing Unit, 21 people in the East Bali Implementing Unit, and 18 people in the North Bali Implementing Unit. The sample in this study will be taken in a saturated manner, so the sampling technique uses saturated samples. The saturated sampling method is a sampling method using all members of the population. Therefore, this study will use 71 samples taken from all PDKB PLN Bali employees.

Data collection was carried out through interview instruments and questionnaires that were distributed online via a google form. The scale used in this study is the Likert scale. This study uses validity and reliability tests to ensure that the questionnaire produces valid and reliable data before proceeding to the next stage. The analysis technique used is Structural Equation Modeling (SEM) with variance-based SEM (VB-SEM) approach with Partial Least Square (PLS).

IV. RESULTS AND DISCUSSION

Respondents are described in general by presenting their characteristics based on gender, age, latest education, work unit, and years of service. The detailed characteristics of the respondents are presented in Table 1.

Table 1. Characteristics of Respondents

No.	Characteristics	Classification	Frequencies (people)	Percentage (%)
1	Age	20-25 years old	13	18,4
		26-30 years old	35	49,3
		36-40 years old	22	30,9
		> 40 years old	1	1,4
Total			71	100,0
3	Grade	Basic	48	67,6
		Specific	23	32,4
		Total	71	100,0
4	Unit	South Bali Implementing Unit	32	45,1
		East Bali Implementing Unit	21	29,5
		North Bali Implementing Unit	18	25,3
		Total	71	100,0
5	Education	D1/D2/D3	4	5,6
		Bachelor	18	25,4
		High school	49	69,0
Total			71	100,0

Testing the validity of the research instrument was carried out to measure whether a questionnaire was valid or not. The questionnaire is said to be valid if it has a

correlation coefficient ($r \geq 0.30$). All statement items on the research instrument used to measure transformational leadership variables, organizational citizenship behavior, work motivation, and employee performance have a correlation coefficient value greater than 0.30. This means that the statement item is valid and suitable for use as a research instrument.

The reliability test of the research instrument was carried out to measure the extent to which the questionnaire used in the study could be trusted or relied upon. A reliability test was done by calculating Cronbach's Alpha. A constructor variable is said to be reliable if it has a Cronbach's Alpha value > 0.70 . The number of respondents in this reliability test was 30 samples. All research instruments have a Cronbach's Alpha coefficient greater than 0.70. This means that all variables have met the reliability or reliability requirements so that they can be used as research instruments.

Measurement Model Testing Results

The theoretical model that has been built within a conceptual framework is then drawn in a flowchart which serves to show the relationship between exogenous and endogenous variables to be tested. The measurement model or outer model is a specification of the relationship between latent variables and their indicators, also known as outer relations, which defines the characteristics of a construct with its manifest variables. In testing the outer model, three criteria are used, namely convergent validity, discriminant validity, and composite reliability.

A. Convergent Validity

The first part is testing the outer model using the convergent validity criteria. The results of the convergent validity test are presented in Table 2 below.

Table 2. Convergent Validity Test Results

	Loading Factor
Transformational Leadership	
X1	0.941
X2	0.944
X3	0.934
X4	0.927
OCB (Organizational citizenship behavior)	
M1.1	0.908
M1.2	0.939
M1.3	0.920
M1.4	0.833
M1.5	0.943
Work Motivation	
M2.1	0.956

M2.2	0.962
M2.3	0.945
Employee Performance	
Y1	0.945
Y2	0.952
Y3	0.952
Y4	0.958

Based on Table 2, it can be seen that all values of outer loading variables are greater than 0.50. Thus it can be stated that the data in this study are valid, meaning that the reflective indicators with the latent variable scores have a good correlation.

B. Discriminant Validity Using Cross Loading

The second part is testing the outer model using the discriminant validity criteria with the cross-loading. This test is done by checking cross-loading with its latent variables. If the cross-loading value of each indicator on the relevant variable is the largest compared to cross-loading on other latent variables, then it is said to be valid. An indicator is considered valid if it has a cross-loading value greater than 0.50. The results of the discriminant validity test using the loading factor are presented in Table 3 below.

Table 3. Test Results for Discriminant Validity Using Cross Loading

	Transformational Leadership	Employee Performance	Work Motivation	OCB
M1.1	0.751	0.787	0.866	0.908
M1.2	0.807	0.810	0.839	0.939
M1.3	0.834	0.920	0.896	0.920
M1.4	0.685	0.669	0.636	0.833
M1.5	0.811	0.843	0.843	0.943
M2.1	0.856	0.850	0.956	0.867
M2.2	0.861	0.907	0.962	0.896
M2.3	0.808	0.804	0.945	0.819
X1	0.927	0.801	0.795	0.800
X2	0.941	0.845	0.870	0.829
X3	0.944	0.809	0.792	0.775
X4	0.934	0.805	0.846	0.808
Y1	0.814	0.945	0.865	0.823
Y2	0.806	0.952	0.856	0.891
Y3	0.824	0.952	0.814	0.814
Y4	0.870	0.958	0.876	0.865

Based on Table 3, it can be seen that all the cross-loading values for each indicator on each variable are greater than 0.50. Thus it can be stated that the data in the study are valid, meaning that the latent variable has become a good comparison for the research model.

4) Convergent Validity Using Average Variance Extracted (AVE)

This test is done by comparing the square root of the average variance extracted (AVE) value of each latent variable with the correlation between other latent variables in the model. If the square root of the average variance extracted (AVE) latent variable is greater than the correlation with all other latent variables, it is said to have good convergent validity. In this study, it is recommended that the AVE value be greater than 0.50. The results of the discriminant validity test using AVE are presented in Table 4 below.

Table 4. Results of the Validity Test for Convergent Validity

	Average Variance Extracted (AVE)
Transformational Leadership	0.877
Employee Performance	0.906
Work Motivation	0.910
OCB	0.827

Based on Table 4, it can be seen that all AVE values are greater than 0.50. Thus it can be stated that the data in the study are valid, meaning that the latent variables are able to explain more than half of the variance of the indicators on average.

Discriminant validity in this study can also be seen from the root square of average variance extracted (RSAVE) value of each construct with a correlation between one construct and another. This can be seen from the value of the square root of the AVE, which is in bold has a value that is greater than the correlation between constructs. The results of the discriminant validity test using RSAVE are presented in Table 5 below.

Table 5. Results of the Discriminant Validity Test Using RSAVE

	Transformational Leadership	Employee Performance	Work Motivation	OCB
Transformational Leadership	0.936			
Employee Performance	0.871	0.952		
Work Motivation	0.883	0.896	0.954	
OCB	0.858	0.892	0.903	0.910

C. Composite Reliability

The last part is testing the outer model using composite reliability criteria, which is to test the reliability value between the indicator blocks of the constructs that make it

up. The indicator group has good composite reliability if it has a value greater than 0.70. The results of the composite reliability validity test are presented in Table 6 below.

Table 6. Composite Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability
Transformational Leadership	0.953	0.954	0.966
Employee Performance	0.965	0.966	0.975
Work Motivation	0.951	0.953	0.968
OCB	0.947	0.953	0.960

Based on Table 6, it can be seen that all Cronbach's Alpha values on each variable are greater than 0.70 and the composite reliability value on each variable is greater than 0.70. Thus it can be stated that the data in the study are reliable.

Structural Model Testing Results

The goodness of fit model is measured using the R-square for endogenous latent variables. The R-square in the structural model measures how well the observed values are generated by the model and also the parameter estimates. The magnitude of the R-square has a value ranging from 0 <math>R^2 < 1</math>. The R2 value is getting closer to 1, indicating that the model is getting better (significant). If the test results on the inner model are significant, it means that the indicator of each variable is seen as an instrument to measure latent variables. The results of the R-square test are presented in Table 7.

Based on Table 7, the R-square value for the transformational leadership variable on OCB is 0.736. This shows that transformational leadership has an influence of 0.736 (73.6%) on OCB. The R-square value for the transformational leadership variable on work motivation is 0.779. This shows that transformational leadership has an influence of 0.779 (77.9%) on work motivation. The R-square value for the transformational leadership variable on employee performance is 0.854. This shows that transformational leadership has an influence of 0.854 (85.4%) on employee performance.

Table 7. R-square test results

	R Square	R Square Adjusted
Employee Performance	0.854	0.847
Work Motivation	0.779	0.776
OCB	0.736	0.733

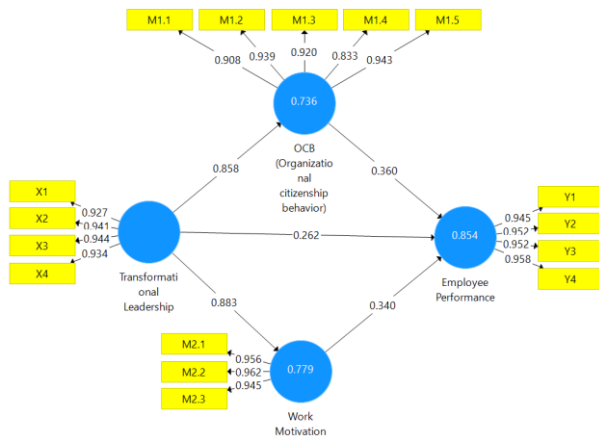
Inner model testing can also be done by looking at the Q-square value, which is a goodness of fit model test. If the Q-square value is greater than 0, then the model has a predictive relevance value; if the Q-square value is less than 0, then the model has less predictive relevance. The Q-square

value is 0.99. This shows that the Q-square value is greater than 0, which means that the model has a predictive relevance value or the model deserves to be said to have a relevant predictive value. The results of this test prove that the structural model is classified as very good.

Hypothesis Testing Results

Table 8. Direct Effect Test Results

	Path Coefficient	P-Value
Transformational Leadership (X) → Employee Performance (Y)	0.262	0.044
OCB (M1) → Employee Performance (Y)	0.360	0.008
Work Motivation (M2) → Employee Performance (Y)	0.340	0.043
Transformational Leadership (X) → OCB (M1)	0.858	0.000
Transformational Leadership (X) → Work Motivation (M2)	0.883	0.000



Hypothesis testing on the effect of transformational leadership on employee performance results in a regression coefficient of 0.262. This means that transformational leadership has a positive effect on employee performance. The P-Value of 0.044, which is smaller than 0.05, indicates that transformational leadership has a significant effect on employee performance. Thus, hypothesis 1 (H1), which states that transformational leadership has a significant effect on employee performance, is accepted.

Hypothesis testing on the effect of work motivation on employee performance results in a regression coefficient of 0.340. This means that transformational leadership has a positive effect on employee performance. The P-Value value of 0.043, which is smaller than 0.05, indicates that work motivation has a significant effect on employee performance. Thus, hypothesis 3 (H3), which states that work motivation has a significant effect on employee performance, is accepted.

Hypothesis testing on the effect of transformational leadership on OCB results in a regression coefficient value of 0.858. This means that transformational leadership has a positive effect on OCB. The P-Value of 0,000, which is smaller than 0.05, indicates that transformational leadership has a significant effect on OCB. Thus, hypothesis 4 (H4), which states that transformational leadership has a significant effect on OCB, is accepted.

Hypothesis testing on the effect of transformational leadership on work motivation results in a regression coefficient of 0.883. This means that transformational leadership has a positive effect on work motivation. The P-Value of 0.000, which is smaller than 0.05, indicates that transformational leadership has a significant effect on work motivation. Thus, hypothesis 5 (H5) states that transformational leadership has a significant effect.

Indirect Effect Testing Results

There are two hypotheses of the indirect effect that were tested using Partial Least Square (PLS). This test is carried out using the t-test (t-test) on each path of influence between variables. In PLS, statistical testing of each hypothesized relationship was carried out using the bootstrapping method of the sample. Bootstrapping testing is also intended to minimize the problem of abnormal research data. The results of testing the indirect effect on structural equation analysis are presented in Table 9 below.

Table 9. Indirect Effect Test Results

	Path Coefficient	P-Value
Transformational Leadership (X) →OCB (M1) → Employee Performance (Y)	0.309	0.007
Transformational Leadership (X) → (M2) → Employee Performance (Y)	0.300	0.047

Based on Table 9, it can be explained as follows:

Hypothesis testing on the effect of transformational leadership on employee performance mediated by OCB results in a regression coefficient value of 0.309. This means that transformational leadership has a positive effect on employee performance mediated by OCB. The P-Value value of 0.007, which is smaller than 0.05, indicates that transformational leadership has a significant effect on employee performance mediated by OCB. Thus, hypothesis 6 (H6), which states that OCB acts as a mediator on the effect of transformational leadership on employee performance, is accepted.

Hypothesis testing on the effect of transformational leadership on employee performance mediated by work motivation results in a regression coefficient value of 0.300. This means that transformational leadership has a positive effect on employee performance mediated by work

motivation. The P-Value value of 0.047, which is smaller than 0.05, indicates that transformational leadership has a significant effect on employee performance mediated by work motivation. Thus, hypothesis 7 (H7), which states that work motivation acts as a mediator on the effect of transformational leadership on employee performance, is accepted.

Mediation Testing Results

Testing the mediating variables in this study is to examine the role of the OCB variable and work motivation in mediating the effect of transformational leadership on employee performance.

Table 10. Mediation Test Results Based on VAF Value

Variable	Direct Effect	
	Path Coefficient	P-Value
Transformational Leadership (X) → Employee Performance (Y)	0.262	0.044
OCB (M1) → Employee Performance (Y)	0.360	0.008
Work Motivation (M2) → Employee Performance (Y)	0.340	0.043
Transformational Leadership (X) → OCB (M1)	0.858	0.000
Transformational Leadership (X) → Work Motivation (M2)	0.883	0.000
Variable	Indirect Effect	
	Path Coefficient	P-Value
Transformational Leadership (X) → OCB (M1) → Employee Performance (Y)	0,309	0.007
Transformational Leadership (X) → (M2) → Employee Performance (Y)	0,300	0.047
Variable	Total Effect	
	Path Coefficient	P-Value
Transformational Leadership (X) → Employee Performance (Y)	0.609	0.000
OCB (M1) → Employee Performance (Y)	0.360	0.008
Work Motivation (M2) → Employee Performance (Y)	0.340	0.043
Transformational Leadership (X) → OCB (M1)	0.858	0.000
Transformational Leadership (X) → Work Motivation (M2)	0.883	0.000
VAF -> Indirect Effect / Total Effect (0,309/0,609)	0,507	
VAF -> Indirect Effect / Total Effect (0,300/0,609)	0,492	

Testing the mediating variables in this study can be seen in the explanation of the results of the analysis in Table 10.

The mediation effect assessment criteria can be based on the VAF value. If the VAF value is > 80%, it shows the mediating variable as full mediation; if the VAF value is between 20% - 80%, then it shows the mediating variable as partial mediation; and if the VAF value < 20%, it can be concluded that the mediating variable does not act as a mediator.

Table 10 shows that the mediating role of the OCB variable has a VAF value of 0.507 (50.7%). This VAF value is in the range of 20% - 80%. This means that the OCB variable is classified as partial mediation. In other words, the results of this study indicate that OCB can partially mediate the effect of transformational leadership on employee performance. The mediating role of the work motivation variable has a VAF value of 0.492 (49.2%). This VAF value is in the range of 20% - 80%. This means that the work motivation variable is classified as partial mediation. In other words, the results of this study indicate that work motivation can partially mediate the effect of transformational leadership on employee performance.

V. RESEARCH IMPLICATIONS AND LIMITATIONS

A. Theoretical Implications

The results of this test are able to provide a strengthening of the theory that transformational leadership can influence the increase in OCB and employee work motivation so that the role of OCB and work motivation can improve employee performance at PLN Bali. This shows that this test is able to provide reinforcement in the social exchange theory on the relationship of transformational leadership to OCB and work motivation, as well as making a good contribution to improving employee performance.

The results of this study have shown that transformational leadership has a positive and significant effect on employee performance, transformational leadership has a positive and significant effect on organizational citizenship behavior, transformational leadership has a positive and significant effect on work motivation, organizational citizenship behavior has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, organizational citizenship behavior is able to mediate the effect of transformational leadership on employee performance, and work motivation is able to mediate the effect of transformational leadership on employee performance. Based on these findings, the results of this study are able to enrich the development of human resource management science, especially related to employee performance, and support other related empirical studies on the effect of transformational leadership on employee

performance mediated by organizational citizenship behavior and work motivation.

B. Managerial Implications

The results of this study indicate that the transformational leadership variable has the highest influence on organizational citizenship behavior, followed by the effect of transformational leadership on work motivation. Thus the management must pay more attention to transformational leadership at PT. PLN (Persero) Bali Distribution Main Unit. Because with better transformational leadership, employees will have a sense of organizational citizenship behavior and high work motivation, so that it will improve employee performance.

C. Research Limitations

This research is limited to examining the influence of transformational leadership variables, organizational citizenship behavior, and work motivation on employee performance. So that it cannot be examined more deeply about the factors outside these variables, therefore, it is hoped that further research can examine more deeply employee performance using other influential variables.

VI. CONCLUSION AND SUGGESTIONS

A. Conclusion

Transformational leadership has a positive and significant effect on employee performance. This means that the better the transformational leadership felt by employees of PT. PLN (Persero) Bali Distribution Main Unit will improve employee performance. Vice versa, the worse transformational leadership felt by employees of PT. PLN (Persero) Bali Distribution Main Unit will reduce employee performance.

Organizational citizenship behavior has a positive and significant effect on employee performance. This means that the higher organizational citizenship behavior is felt by employees of PT. PLN (Persero) Bali Distribution Main Unit will improve employee performance. Likewise, the lower organizational citizenship behavior felt by employees of PT. PLN (Persero) Bali Distribution Main Unit will reduce employee performance.

Work motivation has a positive and significant effect on employee performance. This means that the higher the work motivation of the employees of PT. PLN (Persero) Bali Distribution Main Unit will improve employee performance. Vice versa, the lower the work motivation of PT. PLN (Persero) Bali Distribution Main Unit will reduce employee performance.

Transformational leadership has a positive and significant effect on organizational citizenship behavior. This means that the better the transformational leadership felt by employees of PT. PLN (Persero) Bali Distribution Main Unit

will increase organizational citizenship behavior. Vice versa, the worse transformational leadership felt by employees of PT. PLN (Persero) Bali Distribution Main Unit will reduce organizational citizenship behavior.

Transformational leadership has a positive and significant effect on work motivation. This means that the better the transformational leadership felt by employees of PT. PLN (Persero) Bali Distribution Main Unit will increase work motivation. Vice versa, the worse transformational leadership felt by employees of PT. PLN (Persero) Bali Distribution Main Unit will reduce work motivation.

Organizational citizenship behavior mediates the effect of transformational leadership on employee performance. The results of this study also indicate that organizational citizenship behavior partially mediates the relationship between transformational leadership and employee performance. This means that when leaders show good transformational leadership, it can increase employee organizational citizenship behavior, which then has an impact on improving employee performance.

Work motivation mediates the effect of transformational leadership on employee performance. The results of this study also indicate that work motivation partially mediates the relationship between transformational leadership and employee performance. This means that when a leader shows good transformational leadership, it can increase employee motivation which then has an impact on improving employee performance.

B. Suggestion

Based on the analysis of research results, discussion and conclusions, there are several suggestions that can be used as consideration in determining policies related to maintaining and improving the performance of employees of PT. PLN (Persero) Bali Distribution Main Unit in the future. To improve the performance of employees at PLN Bali, it is advisable for the management to increase the sense of organizational citizenship behavior of employees. The smallest indicator value in the OCB variable is "I tolerate the discomfort that occurs at work", this means that employees are less able to tolerate the discomfort that occurs at work. Therefore, to be able to increase employee OCB, the leadership must create a comfortable atmosphere so that it can reduce the inconvenience felt by employees in the workplace.

In order to increase the sense of organizational citizenship behavior and work motivation for employees at PLN Bali, it is advisable for the management to improve the transformational leadership of the leaders. The smallest indicator value in the OCB variable is "Leaders provide support to my career", this means that employees feel that their leaders do not provide support for employee careers.

Therefore, leaders should provide more support to employees, especially related to their careers. Further research can add constructs other than transformational leadership, organizational citizenship behavior, and work motivation to be able to identify more deeply about employee performance.

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