
THE MEDIATING ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND PSYCHOLOGICAL EMPOWERMENT: TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE

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Article Info

Article History:

Received 1 Mar, 2024

Accepted 10 Jun, 2024

Keywords:

Organizational
Citizenship Behavior,
Psychological
Empowerment,
Transformational
Leadership,
Employee Performance.

ABSTRACT

This study aims to investigate the mediating role of Organizational Citizenship Behavior and Psychological Empowerment in the relationship between Transformational Leadership and their impact on Employee Performance at The State Electricity Company. The data collected for this research includes 272 employees based on the entire employee of The State Electricity Company who have a minimum of one year of work experience and have direct supervisors and colleagues participating as research respondents. The study will be conducted using the structural equation modelling (SEM) method with the AMOS application.

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INTRODUCTION

Understanding the elements that affect employee performance is of utmost importance as a fundamental step in efforts to enhance overall performance within an organization. According to Monica (2021), psychological empowerment has a strong impact on employees' performance. Additional research by Monica (2021) provides evidence that this psychological empowerment is reflected in statements with the highest scores in questionnaires, such as "I believe in my ability to perform my job tasks." This reaffirms the idea that psychological empowerment can strengthen employees' confidence and consequently improve their performance. Improving employee performance affects their contribution to the organization. Enhancing individual performance is a crucial component in efforts to improve organizational performance overall. Employees play a central and fundamental role in all aspects of the organization, including infrastructure and beyond. Therefore, employee development becomes a key factor in organizational growth, as illustrated in the research conducted by Vipraprastha (2018). Performance is

considered the most important factor in human resource management (Organ & Paine, 1999). Evaluation and analysis play vital roles in various organizational processes, such as employee selection, compensation, or training. Although evaluation goals vary, organizations require accurate performance assessments that ideally yield results with maximum time and effort efficiency (DeNisi & Murphy, 2017).

Supported by the notable involvement of employees in assisting their colleagues, contributing to individual and organizational performance improvement. These findings are consistent with Audina et al.'s research (2021), which demonstrates the positive impact of organizational citizenship behavior (OCB) on employee performance, indicating that increased OCB correlates with performance improvement. Grigoriou et al. (2021) and Herlina et al. (2021) further substantiate the significance of OCB in optimizing employee performance. Oktavia's research highlights the significant positive relationship between OCB and job performance, emphasizing that high levels of OCB enhance employee performance. Additional support comes from Herlina et al.'s research (2021), which reinforces the positive impact of OCB on employee performance. Consistent with Grigoriou et al.'s (2021) and Herlina et al.'s (2021) assertion of the positive and significant influence of organizational citizenship behavior on employee performance, Jufrizen et al.'s (2020) study also reports the positive effect of OCB on performance.

Recent studies conducted by Vipraprastha and his team in 2018 found that Organizational Citizenship Behavior (OCB) contributes to Employee Performance (EP), and OCB also has the potential to act as a mediator between Transformational Leadership (TL) and EP. Research by Qalati (2022) reveals that Transformational Leadership has a positive and significant correlation with OCB and EP, with a stronger influence on OCB than EP. This suggests that leadership styles can encourage OCB behavior among workers. Interestingly, the positive and significant relationship between OCB and EP indicates that OCB serves as a positive trigger for Personal Effectiveness and also acts as a mediator in this relationship. In Ayman's research, et al. (2023) stated that Employee Performance is collectively influenced by Conscience, friendliness, and altruism.

Additionally, the importance of psychological empowerment as a factor influencing employee performance aligns with the basic principles of Spreitzer's psychological empowerment theory (1995). According to this study, psychological empowerment reflects a proactive attitude of a supervisor toward their role. According to the study by Rashida et al. (2021), it was concluded that psychological empowerment has the greatest impact on job performance. This is evident when employees feel in control of how they perform their tasks, have the authority to make decisions in the workplace, especially when dealing with customers (Al-Makhadmah et al., 2020), and are able to address complex problems. Additionally, employees with appropriate knowledge, skills, and competencies can effectively meet customer needs and desires, ultimately improving their performance indirectly. Transformational leaders naturally encourage and motivate, thereby fostering an effective process, where it is also explained that if psychological empowerment is high, then it is certain that transformational leadership can enhance employee knowledge for development (Pieterse et al., 2010).

As explained by Dvir et al. (2002), Transformational Leadership is the ability of managers or supervisors to reach and assess followers' goals by motivating them and providing them with the confidence to perform according to job expectations. There is theoretical argumentation and empirical evidence indicating that transformational leadership style

can effectively enhance followers' performance compared to other leadership styles (Beck-Tauber, 2012). Transformational leaders can motivate employees to analyze and conceptualize problems, thereby enhancing problem-solving abilities by demonstrating fair, compassionate, and honest behavior (Warrick, 2011).

LITERATURE REVIEW

Employee Performance

Employee performance is a dependent variable influenced by various factors where companies need to support employees by providing the best facilities to achieve expected results (Silva, 2020). Employee performance indicates the work achievement attempted by each individual and required in a job. It's often associated with employees feeling a sense of meaningful work, engaging profiles, and colleagues/supervisors providing positive support, which enhances employee performance (Pradhan, 2017). This is also supported by Atatsi's (2019) research, which explains that employee performance has been studied for decades in various contexts, disciplines, and cultures to understand the causes that enhance performance.

Transformational Leadership

Transformational leadership involves a process in which a leader transforms their followers, including evaluating their motives or goals, meeting their needs, and treating them as whole individuals (Northouse, 2012). Bass and Riggio (2010) define transformational leaders as those who motivate and inspire their followers to achieve extraordinary results and, in the process, develop their own leadership abilities. Transformational leaders help followers grow and develop into leaders by attending to individual needs, empowering them, and aligning the goals and aspirations of each follower, leader, group, and larger organization (Bass and Riggio, 2010).

Organizational Citizenship Behavior

Organs (2006) explains that OCB involves selected actions and proactive efforts made by individuals, which, although not directly linked to formal organizational incentives, collectively enhance organizational effectiveness. Such behaviors are not required based on job demands or job descriptions, thus there are no negative consequences if exhibited. Similarly, Alizadeh (2012) interprets OCB as voluntary actions indirectly related to established reward structures. These actions reflect individual efforts to strengthen organizational priorities, demonstrating satisfaction with work outcomes.

Psychological Empowerment

Psychological Empowerment (PE) is a significant factor that helps organizations create empowered employees who can be a primary source of organizational success (Alqatawenh, 2018). PE serves employees to have good job privileges without supervisor approval, which will increase satisfaction and reduce turnover intentions (Alqatawenh, 2018). Employee attitudes and behaviors are significantly and positively embedded in PE, which has a significant impact on employees (de Klerk and Stander, 2014). A study by Spreitzer, S. (1995) asserts that when employees feel psychologically empowered, they tend to be more motivated, actively participate, and perform at high levels.

RESEARCH METHODS

The research model is a framework that illustrates the variables in the research and their

relationships designed to explain the entire research process (Malhotra et al., 2017). In this study, there are four variables consisting of one independent variable, namely transformational leadership (TL), two mediating variables namely Organizational Citizenship Behavior (OCB) and Psychological Empowerment (PE), and one dependent variable, namely Employee Performance (EP). Therefore, the final research model is as follows:

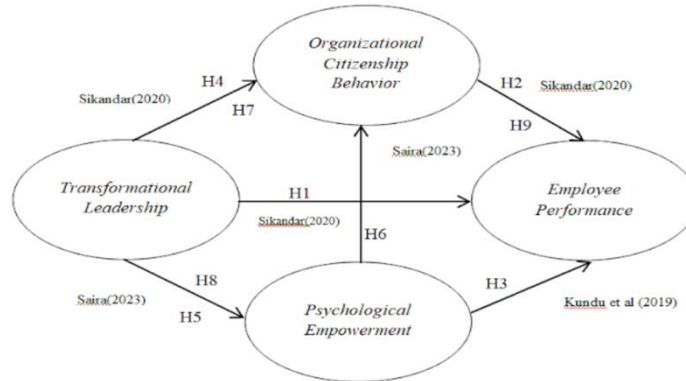


Figure 1. Research Method

Based on the conceptual research model in the Figure 1 above, the study will consist of 9 hypotheses as follows:

- H1: Transformational Leadership has a positive effect on employee performance
- H2: Organizational Citizenship Behavior has a positive effect on Employee Performance
- H3: Psychological Empowerment has a positive effect on Employee Performance
- H4: Transformational Leadership has a positive effect on Organizational Citizenship Behavior
- H5: Transformational Leadership has a positive effect on Psychological Empowerment
- H6: Psychological Empowerment has a positive effect on Employee Performance
- H7: Organizational Citizenship Behavior Mediates between Transformational Leadership and Employee Performance
- H8: Psychological Empowerment Mediates between Transformational Leadership and Employee Performance
- H9: Organizational Citizenship Behavior mediates between Psychological Empowerment and Employee Performance

Sample and Data Collection

The population in this study consists of employees at PT PLN (Persero). The presence of employees in this unit as influential resources is crucial in determining the company's performance. Therefore, the psychological well-being of employees, both individually and in groups, needs to be considered as it impacts the company's contribution and the employees' future careers. The study's population totals 274 people, who will be used as respondents, comprising 141 from UP3 and 131 from UP, both units located in Kendari City.

The sample is a subset or representative of the population that participates in a study (Malhotra et al., 2010). In this research, the selected sample includes all employees of UP and UP3, excluding unit managers. The criteria for the sample are: (1) All employees of UP and UP3 except for unit managers, (2) At least one year of work experience, (3)

Having a direct supervisor and coworkers. The target number of respondents for this study is 272. The measurement scale of indicators in the form of questionnaire assessment is the Likert Scale, designed to measure an individual's perceptions, attitudes, and opinions about a particular phenomenon or object. In this study, the author used a 5-point Likert scale. According to research by Cox (1980), a 5-point scale yields higher reliability because it provides a broader description and is therefore practically appealing for participants' reasoning abilities. The meaning of the Likert scale used in the measurement instrument in this study is as follows: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral, 4 = Agree (A), and 5 = Strongly Agree (SA). The purpose of using the Likert Scale is to facilitate respondents by offering a more diverse range of choices, increasing point differentiation, and providing specific categories in the questionnaire. Respondents are asked to fill out the questionnaire items according to their perceptions using this scale.

Measures

Robbins (2008) suggests that performance encompasses specific tasks performed within a certain timeframe to demonstrate the extent to which employees meet job demands. Variables are measured by adapting 5 code items (Srimulyani, 2023). The instrument used to measure the transformational leadership construct is adapted from Halid (2007). Variables are measured by adapting 7 code items by Carless (2000). OCB emphasizes the social contract between individuals and the organization, often contrasted with role behaviors centered on performance expectations set by the organization (Andriani, Djalali, & Sofiah, 2012). Variables are measured by adapting 16 code items across 2 dimensions (Lee, 2002). Meanwhile, Psychological Empowerment aspects include Meaning, Impact, Competence, and Self-determination. This impact is assessed through a Likert scale survey conducted among employees. Variables are measured by adapting 12 code items across 4 dimensions (Spreitzer, 1995).

Questionnaire Feasibility Test

The questionnaire, prepared based on translating English indicators from international journals into Bahasa Indonesia, was first tested to assess respondents' understanding of the statements in the proposed questionnaire. The questionnaire feasibility test was conducted by the researcher with 10 eligible respondents to obtain real and relevant feedback in building the researcher's questionnaire improvements.

Descriptive Analysis and Demographic Factors

ANOVA is a statistical methodology used to test mean differences between two or more populations (Malhotra, 2010).

Structural Equation Modelling (SEM)

Information obtained from questionnaires filled out by respondents and then collected will be organized based on the scale used and evaluated to verify the credibility of the research hypotheses formulated. Structural Equation Modeling (SEM) functions as a technique to project the interrelated relationships among constructs represented by multiple measured variables, which are then integrated into a comprehensive model (Malhotra, 2010).

RESULTS AND DISCUSSION

Analysis of the First-Level Measurement Model

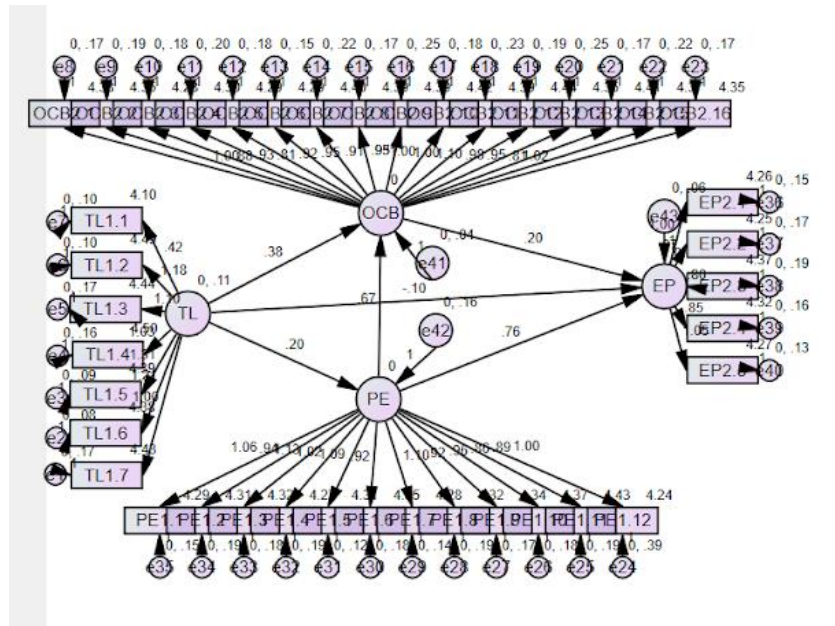


Figure 3. Path Diagram of the first-level measurement model SLF

Table 1. Feasibility (GOF) Test of First Order

Indicators	Result	Information
Absolute Fit Measures		
Probability	0,067	Good Fit
Statistic Chi-Square	20,580	Good Fit
Scaled NCP (SNCP)	0,000	Poor Fit
Root Mean Square Error of Approximation (RMSEA)	0,000	Good Fit
Root Mean Square Residual (RMR)	0,006	Good Fit
Goodness of Fit Index (GFI)	0,993	Good Fit
Expected Cross Validation Index (ECVI)	0,172	Good Fit
ECVI for Saturated Model	0,207	Good Fit
ECVI for Independence Model	1,646	Good Fit
Incremental Fit Measures		
Normed Fit Index (NFI)	0,985	Good Fit
Comparative Fit Index (CFI)	1,000	Good Fit
Incremental Fit Index (IFI)	1,006	Good Fit
Adjusted Goodness of Fit Index (AGFI)	0,978	Good Fit
Parsimonious Fit Measures		
Akaike Information Criterion (AIC)	46,592	Good Fit
Saturated AIC	1640,000	Good Fit
Independence AIC	8818,821	Good Fit
Consistent Akaike Information Criterion (CAIC)	4527,234	Poor Fit
Saturated CAIC	5416,758	Poor Fit
Independence CAIC	9003,053	Poor Fit

Source: Processed AMOS Output Results of the authors (2024)

As shown in the table above, 7 out of 20 fit indices indicate good results. These indicators include the Root Mean Square Error of Approximation (RMSEA), Expected Cross-

Validation Index (ECVI), Akaike Information Criterion (AIC), and Consistent Akaike Information Criterion (CAIC). Among the Absolute Fit measures, only four out of nine indicators, namely SNCP and ECVI (saturated and independence ECVI), show good fit. This suggests that the first-order model, in terms of correlation and covariance, is not yet optimal.

Furthermore, in the Incremental Fit measures, none of the indicators meet the criteria for good fit with a threshold of ≥ 0.90 , indicating that, compared to the baseline model, this study is not yet considered adequate. In the Parsimony Fit measures, three standards have achieved good fit because their values are close to the saturated model values. This indicates that the number of parameters measured is appropriate for the model. Wijanto (2008) states that many researchers agree that no single fit measure can exclusively represent the overall fit of a research model. Based on these fit test results, it can be concluded that the proposed research model is suitable as it meets 4 to 5 fit criteria (Hair et al., 2018).

Analysis of the Second-Level Measurement Mode

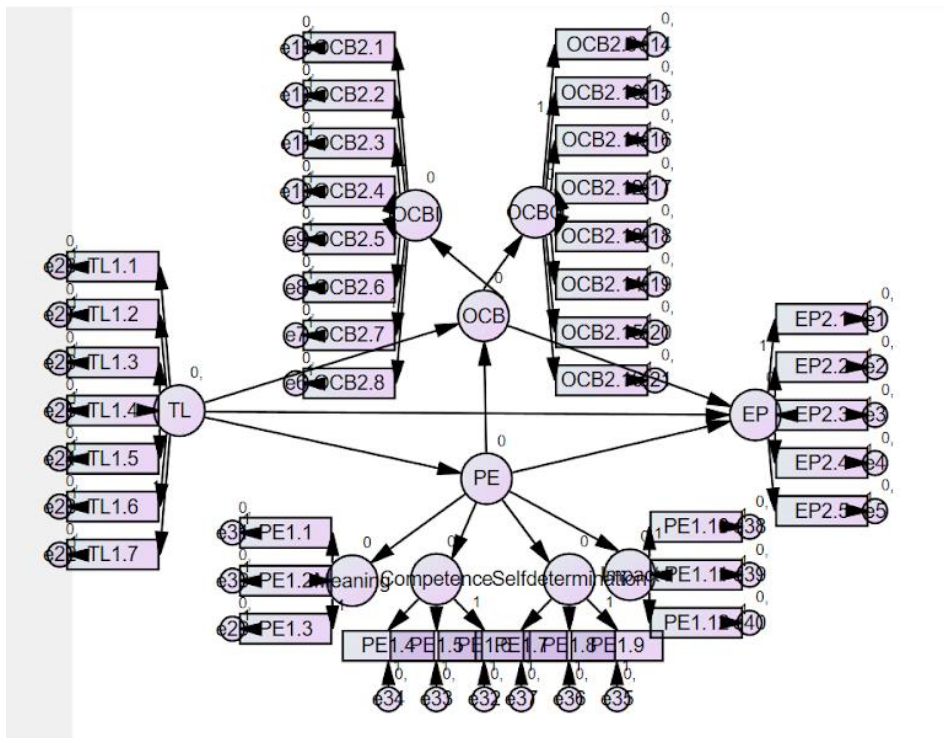


Figure 4. Path Diagram of the second-level measurement model SLF

Table 2. Feasibility (GOF) Test of Second Order

Keterangan	Hasil	Keterangan
Indikator		
<i>Absolute Fit Measures</i>		
Probability	0,001	Poor Fit
Statistic Chi-Square	38,1	Poor Fit
<i>Scaled NCP (SNCP)</i>	22,127	Good Fit
<i>Root Mean Square Error of Approximation (RMSEA)</i>		
<i>Root Mean Square Residual (RMR)</i>	0,071	Good Fit
<i>Goodness of Fit Index (GFI)</i>	0,013	Good Fit
Expected Cross Validation Index (ECVI)	0,967	Good Fit
ECVI for Saturated Model	0,347	Good Fit
ECVI for Independence Model	0,266	Good Fit
<i>Incremental Fit Measures</i>		
<i>Normed Fit Index (NFI)</i>	2,035	Good Fit
<i>Comparative Fit Index (CFI)</i>	0,929	Good Fit
<i>Incremental Fit Index (IFI)</i>	0,956	Good Fit
<i>Adjusted Goodness of Fit Index (AGFI)</i>	0,957	Good Fit
<i>Parsimonious Fit Measures</i>		
<i>Akaike Information Criterion (AIC)</i>	0,925	Good Fit
<i>Saturated AIC</i>	94,127	Good Fit
<i>Independence AIC</i>	72,000	Good Fit
<i>Consistent Akaike Information Criterion (CAIC)</i>	551,483	Good Fit
<i>Saturated CAIC</i>	223,089	Poor Fit
<i>Independence CAIC</i>	237,809	Poor Fit
	588,329	Poor Fit

Source: Processed AMOS Output Results of the authors (2024)

As shown in the table above, 14 out of 19 fit indices indicate good results. These indicators include RMSEA, ECVI, AIC, CAIC, SNCP, GFI, and ECVI. Among the Absolute Fit measures, only five out of nine indicators, namely SNCP, ECVI (saturated and independence ECVI), and RMR, show good fit. This suggests that the first-order model, in terms of correlation and covariance, is not yet optimal.

Furthermore, in the Incremental Fit measures, only one indicator meets the criteria for good fit with a threshold of ≥ 0.90 , indicating that compared to the baseline model, this study can be considered adequate. In the Parsimony Fit measures, three standards have achieved good fit because their values are close to the saturated model values. This indicates that the number of parameters measured is appropriate for the model. Wijanto (2008) states that many researchers agree that no single fit measure can exclusively represent the overall fit of a research model. Based on these fit test results, it can be concluded that the proposed research model is suitable as it meets 4 to 5 fit criteria (Hair et al., 2018).

Analysis of Causal Relationship

After the model meets the fit criteria, the next step is to explore the causal relationships within the entire research model. Causal relationships determine whether there are connections and impacts between variables (Wijanto, 2008). In this study, the researchers used a one-sided testing method with a 5% significance level. This means that a t-value exceeding 1.645 will indicate a significant positive influence between variables, provided the p-value is less than 0.05. The results of the causal relationship analysis are illustrated in the figure below.

Table 3. Causal Relationship

Path	A	B	SE A	SE B	T-Value	P-Value
<i>Transformational leadership → Organizational Citizenship Behavior → Employee Performance</i>	0,38	0,20	0,1	0,15	1,25	0,20
<i>Transformational leadership → Psychological Empowerment → Employee Performance</i>	0,21	0,76	0,1	0,15	1,93	0,05
<i>Psychological Empowerment → Organizational Citizenship Behavior → Employee Performance</i>	0,67	0,20	0,1	0,15	1,30	0,19

Source: Processed AMOS Output Results of the authors (2024)

Based on the results of the SEM analysis shown in the table, it can be seen that the p-value for the effect of Transformational Leadership on Employee Performance is negative and not significant (p-value = 0.216) with a negative c.r value of -1.236. With a p-value < 0.05 and a positive c.r value of 6.096, it is concluded that Transformational Leadership has a positive and significant effect on Organizational Citizenship Behavior. In the Amos program, results are displayed up to three decimal places, and very significant criteria are marked with (*). This indicates that the resulting p-value is highly significant, even smaller than 0.001. The relationship between Transformational Leadership and Psychological Empowerment is also significant (p-value = ***) with a positive c.r value of 2.473, meaning that Transformational Leadership has a positive and significant effect on Psychological Empowerment.

Furthermore, the relationship between Psychological Empowerment and Employee Performance is very significant (p-value = ***) with a positive c.r value of 6.101, indicating that Psychological Empowerment has a significant positive effect on Employee Performance. Additionally, Psychological Empowerment also has a significant effect (p-value = ***) on Organizational Citizenship Behavior with a positive c.r value of 7.672, indicating that Psychological Empowerment has a significant positive effect on OCB.

Moreover, the relationship between Organizational Citizenship Behavior and Employee Performance is positive and significant (p-value = 0.082) with a positive c.r value of 1.738, indicating that OCB has a positive and significant effect on Employee Performance, as significance in one-tailed tests can be seen from the T-value. From the results of the direct effect test conducted, it can be concluded that not all variables in this study have a positive and significant effect.

Analysis of Mediation Effect

In this study, Organizational Citizenship Behavior and Psychological Empowerment act as mediating variables. The significance of the role of variables in mediating indirect effects will be tested using the Sobel test. Based on the proposed hypotheses, testing is conducted with a significance level of 0.05. This study uses a one-tailed hypothesis test, so the relationship between variables is considered significant if the absolute t-value is greater than or equal to 1.645, and the p-value is less than 0.05. The results of the Sobel test are available at:

Table 4. Mediating Effect

Path	A	B	SE A	SE B	T-Value	P-Value
<i>Transformational leadership → Organizational Citizenship Behavior → Employee Performance</i>	0,38	0,20	0,1	0,15	1,25	0,20
<i>Transformational leadership → Psychological Empowerment → Employee Performance</i>	0,21	0,76	0,1	0,15	1,93	0,05
<i>Psychological Empowerment → Organizational Citizenship Behavior → Employee Performance</i>	0,67	0,20	0,1	0,15	1,30	0,19

Source: Processed AMOS Output Results of the authors (2024)

The p-value from the Sobel test results for the role of Organizational Citizenship Behavior in mediating the effect of transformational leadership on employee performance is insignificant at 0.20 with a t-value of $1.25 < 1.645$. Therefore, it is concluded that Organizational Citizenship Behavior does not significantly mediate the effect of transformational leadership on employee performance.

The p-value from the Sobel test results for the role of Psychological Empowerment in mediating the effect of transformational leadership on employee performance is highly significant at 0.05 with a t-value of $1.93 > 1.645$. Thus, it is concluded that Psychological Empowerment significantly mediates the effect of transformational leadership on employee performance.

The p-value from the Sobel test results for the role of Organizational Citizenship Behavior in mediating the effect of Psychological Empowerment on employee performance is insignificant at 0.19 with a t-value of $1.30 < 1.645$. Therefore, it is concluded that Organizational Citizenship Behavior does not significantly mediate the effect of Psychological Empowerment on employee performance?

In mediation analysis, there are concepts of direct effect and indirect effect that arise in the testing. The direct effect is the path coefficient value that describes the SLF value of the relationship between the independent variable and the dependent variable, while the indirect effect is the additional impact that can be measured by multiplying the path coefficients between the independent variable and the mediating variable, as well as between the mediating variable and the dependent variable. Below is a table showing the results of the direct and indirect effects from the mediation effect testing.

Table 5. Result of Direct and Indirect Effect

<i>Path</i>	<i>Direct Effect</i>	<i>Indirect Effect</i>	<i>Total Effect</i>	<i>Hasil</i>
<i>Transformational leadership → Organizational Citizenship Behavior → Employee Performance</i>	-	0,08	-0,015	<i>Full mediation</i>
<i>Transformational leadership → Psychological Empowerment → Employee Performance</i>	-	0,16	0,065	<i>Full mediation</i>
<i>Psychological Empowerment → Organizational Citizenship Behavior → Employee Performance</i>	0,762	0,15	0,912	<i>Partial mediation</i>

Source: Processed AMOS Output Results of the authors (2024)

In this research model, three mediation roles are analyzed, namely the mediating roles of Organizational Citizenship Behavior and Psychological Empowerment on Employee Performance and transformational leadership on Employee Performance, hypothesized in hypotheses 7 and 8. The mediation analysis results show that the mediation falls into the category of full mediation, where there is an indirect effect but no significant direct effect, and they do not show the same direction. A high level of employee performance can be interpreted as the employees' ability to improve their performance, indicating that OCB can influence employee performance and the level of believed success. Additionally, psychological empowerment can enhance employee performance if improved.

Next, the mediating role of Organizational Citizenship Behavior on Employee Performance, hypothesized in hypothesis 9. The analysis results show that the mediation falls into the category of partial mediation, where there are both indirect and direct effects, and they show the same direction. This illustrates that if OCB is increased to a higher level, performance will be more significantly influenced by transformational leadership. Furthermore, performance can also be improved by enhancing psychological empowerment.

CONCLUSION

Based on the research results analyzing the influence of Transformational Leadership on employee performance among employees who have been working at PT PLN (Persero) Kendari for at least one year and have direct supervisors and colleagues, we can conclude that not all hypotheses were supported in this study. The influence of transformational leadership on employee performance was found to be negative and not significant, indicating that there is no direct impact provided by transformational leadership on employee performance. Additionally, the second hypothesis, stating that Organizational Citizenship Behavior does not affect employee performance, was not supported.

Based on the analysis outlined in the previous section, the researchers draw conclusions according to the research questions:

1. The research results indicate that transformational leadership does not significantly influence employee performance, with a lower and negative t-value and not meeting the criteria for p-value. However, this does not mean that transformational leadership does not affect employee performance because there

are loading factors proving its influence when considering the sufficiently high SLF value. Furthermore, this research demonstrates that transformational leadership affects organizational citizenship behavior and psychological empowerment, as evidenced by higher t-values that do not meet the p-value criteria because their values are higher than the p-value standard.

2. The research results prove that organizational citizenship behavior (OCB) and psychological empowerment (PE) significantly influence employee performance. OCB is characterized by a higher t-value, although the p-value is not significant, but this study is one-tailed, so it can still be considered significant because it is directional. Meanwhile, PE is evidenced by a higher t-value and meets the p-value criteria.
3. The research results show that psychological empowerment significantly influences organizational citizenship behavior, as evidenced by a higher t-value that meets the p-value criteria.
4. The research results indicate that organizational citizenship behavior and psychological empowerment mediate the relationship between transformational leadership and employee performance with a t-value smaller than or equal to. OCB as a mediator does not meet the p-value criteria, so it falls into full mediation where there is no direct effect, only indirect influence. Additionally, PE as a mediator is proven to significantly influence, indicated by a t-value greater than or equal to and meeting the p-value criteria, falling into partial mediation where both indirect and direct effects are significant.
5. The research results indicate that organizational citizenship behavior mediates the relationship between psychological empowerment and employee performance with a t-value smaller than or equal to and does not meet the p-value criteria, falling into full mediation where there is no direct effect, only indirect influence.

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