

THE EFFECT OF COMMITMENT, TRANSFORMATIONAL LEADERSHIP STYLE, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEE PERFORMANCE

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ABSTRACT

The purpose of this research is to analyze commitment, transformational leadership style, and Organizational Citizenship Behavior (OCB) on employee performance. This research was conducted at the company CV. Sersa Jaya Teknologi in Pekanbaru, Riau. The population in this study were all employees, totaling 40 people. Because the population size was relatively small, the entire population was sampled in this study using the census method. The data analysis used is Structural Equation Model (SEM) analysis with PLS. The results of the study explain that transformational leadership style has no positive and insignificant effect on commitment, Organizational Citizenship Behavior has a positive and significant influence on commitment, transformational leadership style has no positive and insignificant effect on employee performance. Organizational Citizenship Behavior has a positive and significant effect on employee performance, commitment does not have a positive and insignificant effect on employee performance at CV. Sersa Jaya Teknologi.

Keywords: Commitment; Transformational Leadership Style; Organizational Citizenship Behavior (OCB); Performance

PENGARUH KOMITMEN, GAYA KEPEMIMPINAN TRANSFORMATIONAL, DAN ORGANIZATIONAL CITIZENSHIP BEHAVIOR TERHADAP KINERJA KARYAWAN

ABSTRAK

Tujuan dari penelitian ini adalah untuk menganalisis komitmen, gaya kepemimpinan transformasional, dan Organizational Citizenship Behavior (OCB) terhadap kinerja karyawan. Penelitian ini dilakukan di perusahaan CV. Sersa Jaya Technology di Pekanbaru, Riau. Populasi dalam penelitian ini adalah seluruh karyawan yang berjumlah 40 orang, karena populasi relatif kecil, maka seluruh populasi dijadikan sampel dalam penelitian ini menggunakan metode sensus. Analisis data yang digunakan adalah analisis Model Persamaan Struktural (SEM) dengan PLS. Hasil penelitian menjelaskan bahwa gaya kepemimpinan transformasional tidak memiliki pengaruh positif dan tidak signifikan terhadap komitmen, Organizational Citizenship Behavior memiliki pengaruh positif dan signifikan terhadap komitmen, gaya kepemimpinan transformasional tidak memiliki pengaruh positif dan tidak signifikan terhadap kinerja karyawan. Organizational Citizenship Behavior memiliki pengaruh positif dan signifikan terhadap kinerja karyawan, komitmen tidak memiliki pengaruh positif dan tidak signifikan terhadap kinerja karyawan di CV. Sersa Jaya Technology.

Kata Kunci: Komitmen; Gaya Kepemimpinan Transformasional; Organizational Citizenship Behavior (OCB); Kinerja

INTRODUCTION

The trend of the current globalization era encourages an organization / company to be required to accept various challenges so that it is able to adjust in order to grow and develop. This cannot be realized without the intervention of humans so that human resources are an asset that can support the success of an organization in terms of efficiency and productivity. Planned and sustainable HR development is an absolute necessity, especially for the future of the organization.

CV. Sersa Jaya Technology is a company engaged in retail trade in computers and equipment as well as specialized retail trade in audio and video equipment located at Jl.Riau, Pekanbaru which was established in 2019. From the performance measurement data, it tends that sales from year to year have decreased while the sales target that must be achieved every year has increased, where the achievement in 2019 is 63.5%, the achievement in 2020 is 41.6%, while the achievement in 2021 is 29.6%. Thus sales from year to year show that organizational performance is decreasing which will have an impact on the intensity of employee performance which is the duty and responsibility given by the company. The problem that exists is how to create quality human resources, in addition to quality human resources, companies also really need employees who have high performance towards the company in order to achieve company goals.

In the data, the number of pre-survey samples used was 40 samples where the number of samples who agreed with a percentage of 65.83%, while the sample disagreed with a percentage of 34.17%. The results of the pre-survey indicate low employee commitment. The problem that occurs is that the value orientation towards the organization that shows individuals really think about and prioritize their work and organization is still relatively low. To achieve the targets set annually by CV. Teknologi Sersa Jaya must pay attention and be responsible for the work commitment of its employees because high employee job satisfaction will have an impact on improving employee performance and productivity in achieving organizational goals.

The next indicator that can improve employee performance is the transformational leadership style. Robbins & Judge, (2008) in Hassanah & Poerwitasary, (2019) Transformational leadership is a leader who inspires subordinates to exceed personal interests for organizational purposes and has the skills to lead his subordinates. Based on previous research by Milwati, (2013) the results of the study show that transformational leadership style has a significant effect on commitment, in contrast to the results of this study. Azizah et al., (2019) the results of the study that transformational leadership style has no significant effect on commitment. Research conducted by Tucunan et al., (2014) and Mahendra Putra & Adnyani, (2016) shows that transformational leadership style has a significant effect on employee performance. However, research conducted by Novitasari & Asbari, (2020) and Purwati & Wijaya, (2019) show that transformational leadership style has no significant effect on employee performance.

According to Rosidi et al., (2018) *Organizational Citizenship Behavior* (OCB) is the participation of individuals who exceed the demands of roles in the workplace which include behaviors such as helping others, volunteering outside of work duties, obeying the rules and procedures that apply in the workplace. Based on previous research Umam & Setiawan, (2019) shows that *Organizational Citizenship Behavior* (OCB) has a significant positive effect on commitment. However, there are no research results that show that *Organizational Citizenship Behavior* (OCB) has no significant effect on commitment. Research conducted (Suzana, 2017), Fitriastuti, (2013), Milwati, (2013), Devi & Sintaasih, (2016), and Mahendra Putra & Adnyani, (2016) showed that *Organizational Citizenship Behavior* (OCB) has a significant effect on employee performance, while the results showed that OCB has a significant effect on employee performance. Purwanto et al., (2021) showed that *Organizational Citizenship Behavior* (OCB) had an insignificant effect on employee performance. This study aims to determine the effect between transformational leadership style variables, and *Organizational Citizenship Behavior* (OCB) with commitment and employee performance of CV. Teknologi Sersa Jaya.

LITERATURE REVIEW

Employee Performance

Performance can be assumed as the result of an activity or work process. Therefore, the organization requires each employee to have the capability or ability to carry out the tasks or work that is his responsibility or that he is charged with. Every task or job that is implemented where an activity processes or converts input (input) into a value-added output (output) is referred to as a product or work result.

Transformational Leadership Style

A good transformational leadership style will increase employee commitment to the company so that employee performance will increase. A good and wise leader will increase employee commitment to be more responsible in doing work. The behavioral characteristics of a leader can affect the performance of subordinates. Leaders who motivate their employees who can also change poor employee performance for the better so that they can produce satisfactory results, namely achieving organizational performance. Based on the description above, the hypothesis in this study is as follows:

H1 : Transformational Leadership Style affects the commitment of CV. Sersa Jaya Technology.

H2 : Transformational Leadership Style affects the performance of CV employees. Sersa Jaya Technology.

Organizational Citizenship Behavior (OCB)

OCB can affect several employee characteristics that can support organizational effectiveness, including work teams, socialization skills to work with others who can build organizational commitment. The activity of helping other coworkers will accelerate the completion of coworkers' tasks, and increase the productivity of the coworker's performance. Thus employees can help each other in solving problems in their work so that it does not interfere with their performance. The helping behavior shown by employees will contribute to improving employee performance. Based on the description above, the hypothesis in this study is as follows:

H3 : Organizational Citizenship Behavior (OCB) affects the commitment of CV. Sersa Jaya Technology.

H4 : Organizational Citizenship Behavior (OCB) affects the performance of CV employees. Sersa Jaya Technology.

Commitment

Employees who have a high organizational commitment, means that these employees will have full responsibility for their work and can perform their work functions without asking for help from others. Employees with high commitment are able to show optimal performance, so that they can make a meaningful contribution to the organization. The employee will continue to be a member of the organization because he feels he must be in the organization. This feeling influences employees to try to continue to improve their performance with the aim of organizational progress. Based on the description above, the hypothesis in this study is as follows:

H5 : Commitment has a significant effect on employee performance CV. Sersa Jaya Technology.

Conceptual Framework

The conceptual framework of this study can be seen in Figure 1.

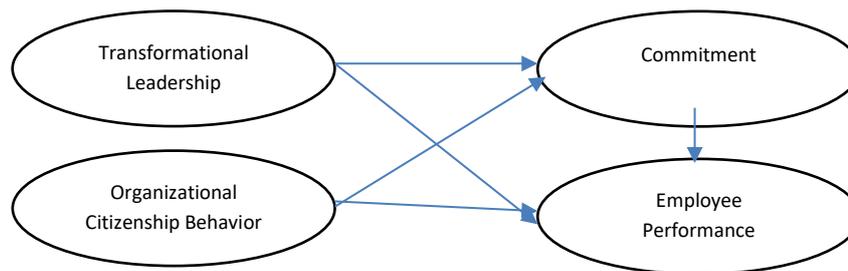


Figure 1. Conceptual Framework

RESEARCH METHODS

Population and Sample

In this study the population is all employees who work at CV. Sersa Jaya Technology which amounted to 40 people, for this reason in this study the sample was taken using the census technique, where the entire population was used as a sample.

Operational Definition and Measurement of Variables

Employee performance is the result of work contributed by employees in carrying out the responsibilities given by the organization. Mathis & Jackson, 2006: 260 in Sahabuddin, (2016) there are 5 indicators that play a role in employee performance, namely (a) Quality; (b) Quantity; (c) Timeliness; (d) Effectiveness; (e) Independence.

Commitment is an attitude of loyalty to employees towards the organization / company. Indicators according to Meyer & Allen, (1991) namely (a) Affective commitment; (b) Continuance commitment; (c) Normative commitment.

Transformational leadership is a leader who inspires his subordinates to exceed personal interests for organizational purposes and has the skills to lead his subordinates. The indicators of transformational leadership style in this study are theories according to Darodjat, (2015) which consists of: (a) Attribute charisma; (b) Intellectual stimulation; (c) Individual consideration; (d) Inspirational motivation; (e) Idealized influence.

Organizational Citizenship Behavior (OCB) where individual roles such as helping others, volunteering outside of work duties, obeying the rules and procedures that apply in the workplace. Podsakoff et al. (1998) in Fitriastuti, (2013) describe OCB in 5 indicators that can measure employee performance, namely (a) Altruism; (b) Conscientiousness; (c) Civic virtue; (d) Courtesy; (e) Sportsmanship.

Data Source

(1) Primary data Primary data is data that comes directly from data sources collected directly from respondents. Respondent data is needed to find out respondents' responses regarding organizational commitment and employee performance as seen from the transformational leadership style, and *Organizational Citizenship Behavior* (OCB). In this case the data is obtained directly by distributing questionnaires or lists of questions to employees. (2) Secondary Data Secondary data is a data source owned by the company or agency where the research takes place. The data used is in the form of employee performance data, a brief history of the company, the company's organizational structure, besides the number of employees.

Research Instruments

The research instrument used aims to produce accurate quantitative data. In this study, the instrument that researchers used was a questionnaire. The instrument used in this study is in the form of distributing a list of questionnaires by asking questions to employees at CV. Sersa Jaya Technology as respondents. In each question listed in the questionnaire, the researcher provides a measurement scale. The variable measurement scale that researchers use is an interval scale. The interval scale is a scale that distinguishes certain categories with a certain distance and the distance between categories is the same.

Validity Test

The validity test states that the instrument used to obtain data in the study can be used or not. If the validity value of each statement item is greater than 0.30 or $r \geq 0.30$, the question items are considered valid, but if the validity value of each question item is smaller than 0.30, the question items are invalid (Sugiyono, 2014).

Reliability Test

The reliability test data is a data collection tool for answers from respondents and aims to measure a questionnaire which is an indicator of the variable. A questionnaire is declared reliable or reliable if a person's answer to a given statement is consistent or stable over time. If the answer given is consistent, it is said that the research instrument has been reliable. In this study, the questionnaire reliability test used the Cronbach alpha (α) feature on SPSS. If the Cronbach alpha value (α) > 0.60 , then it is said that the questionnaire is reliable. (Ghozali, 2013)

Structural Equation Model Analysis with PLS

This hypothesis testing is carried out to test the magnitude of the influence of the independent variable on the dependent variable. The degree of confidence used is $< 0.05 / 5\%$. If the hypothesis of the degree of the independent variables to the dependent $> 0.05 / 5\%$ then, the hypothesis of the independent variable (X) has no significant effect on the dependent variable (Y). The form of the function or equation, which is as follows:

$$Y1 = \beta1X1 + \beta2X2$$

$$Y2 = \beta1X1 + \beta2X2 + \beta3Y1$$

Description: Y1 : Commitment; Y2 : Employee Performance; X1: Transformational Leadership Style; X2: *Organizational Citizenship Behavior* (OCB); $\beta1 \dots \beta3$: Coefficient Of Variable

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables. A good regression model should not have a correlation between the independent variables. If the variables are correlated, then the variables are not orthogonal. According to Ghozali, (2013) to test the presence or absence of multicollinearity in the regression model can be seen by looking at the tolerance value and the following variance inflation factor (VIF) value: 1. If the tolerance value > 0.1 and the VIF value < 10 , then there is no multicollinearity. 2. If the tolerance value < 0.1 and the VIF value > 10 , then there is multicollinearity. A good regression model should not have multicollinearity between the independent variables.

Test Coefficient of Determination (R) ²

The coefficient test (R²) measures the ability of the model to explain variations in the dependent variable. The coefficient of determination is between zero and one. The basis for decision making for the coefficient of determination test is as follows: 1. If the coefficient of determination < 0 , then the ability of the independent variables to explain the variation in the dependent variable is very limited. 2. If the coefficient of determination > 1 , then the independent variables provide all the information needed to predict the variation in the dependent variable.

Predictive Relevance (Q²)

R-square in the PLS model can be evaluated by looking at the Q-square (Predictive Relevance) for the variable model. A Q-square value > 0 indicates that the model has predictive relevance, otherwise if the Q-square value \leq

0 indicates that the model lacks predictive relevance. The Q-square value can be found using the formula: $Q^2 = 1 - (1-R1^2)(1-R2^2)...(1-RP^2)$

Where $R1^2$, $R2^2$, RP^2 are the R-square of endogenous variables in the model. The interpretation of Q^2 is the same as the coefficient of total determination in path analysis (similar to R^2 in regression).

Effect Size (F)²

Effect Size or F-square is done to determine the goodness of the model. The F2 value of 0.02 is categorized as a weak influence of predictor latent variables (exogenous latent variables) at the structural level. The F2 value of 0.15 is categorized as a sufficient influence of the predictor latent variable (exogenous latent variable) at the structural level. An F2 value of 0.35 is categorized as a strong influence of predictor latent variables (exogenous latent variables) at the structural level.

Hypothesis Test (T Test)

Hypothesis testing is used to statistically test the truth of a statement and accept or reject the statement. The statement is called a hypothesis or hypothesis. The purpose of this hypothesis test is to determine a decision whether to reject or accept the truth of the statements or assumptions that have been made by collecting evidence in the form of data. If the p-value ≤ 0.05 is obtained, it is concluded that it is significant, and vice versa if ≥ 0.05 , it is concluded that it is not significant.

RESULTS AND DISCUSSION

Description of Research Respondents

The results showed that the respondents were male as many as 22 respondents (55%). While the female gender is 18 (45%), of them most are aged 21-25 years with 20 (50%) respondents, less than 20 years old with 3 (7.5%) respondents, 26-30 years old with 8 (20%) respondents, while those over 30 years old with 9 (22.5%) respondents, Unmarried as many as 29 (73%) respondents, while those who are married are 11 (28%) respondents. The working period is less than 2 years as many as 12 (30%) respondents, the working period is between 2-5 years as many as 17 (43%) respondents, the working period is between 6-10 years as many as 6 (15%) respondents, while those who have more than 11 years of service are 5 (12.5%) respondents.

Descriptive Research Variables

Based on the results of respondents' responses to the transformational leadership style variable using 10 question items with an average value of 4.31, it shows that respondents gave a very good assessment of the transformational leadership style. The results of respondents' responses to OCB variables using 10 question items with an average value of 4.41 indicate that respondents gave a very good assessment of OCB. Respondents' responses to the commitment variable using 7 question items with an average value of 3.99 showed that respondents gave a very high assessment of commitment. Respondents' responses to employee performance variables using 10 question items with an average value of 4.34 indicate that respondents gave a very high assessment of employee performance.

Validity Test

Table 1 shows the results of validity data processing for the variables Transformational Leadership Style (X1), *Organizational Citizenship Behavior* (OCB) (X2), Commitment (Y1), Employee Performance (Y2). Based on Table 1, the question items for the Transformational Leadership Style (X1), *Organizational Citizenship Behavior* (OCB) (X2), Commitment (Y1), Employee Performance (Y2) variables have a correlation greater than 0.30, which means they are declared valid for further testing.

Reliability Test

Reliability test is the extent to which the measurement results using the same object will produce the same data Sugiyono, (2014). If the Cronbach's Alpha value is ≥ 0.60 , it is said that the item provides a sufficient level of reliability, otherwise if the correlation value is below 0.60, it is stated that the item is not reliable. Based on Table 2, it can be concluded that all variables are declared reliable. This is because the Cronbach's alpha value on each variable is greater than 0.60.

Table 1. Validity Test Results

No.	Statement	CIT'C	Correlation	Conclusion	No.	Statement	CIT'C	Correlation	Conclusion
1	X1.1	0,433	0,30	Valid	1	X2.1	0,799	0,30	Valid
2	X1.2	0,615	0,30	Valid	2	X2.2	0,693	0,30	Valid
3	X1.3	0,361	0,30	Valid	3	X2.3	0,684	0,30	Valid
4	X1.4	0,746	0,30	Valid	4	X2.4	0,724	0,30	Valid
5	X1.5	0,626	0,30	Valid	5	X2.5	0,767	0,30	Valid
6	X1.6	0,795	0,30	Valid	6	X2.6	0,709	0,30	Valid
7	X1.7	0,704	0,30	Valid	7	X2.7	0,755	0,30	Valid
8	X1.8	0,514	0,30	Valid	8	X2.8	0,782	0,30	Valid
9	X1.9	0,680	0,30	Valid	9	X2.9	0,691	0,30	Valid
10	X1.10	0,544	0,30	Valid	10	X2.10	0,626	0,30	Valid
No.	Statement	CIT'C	Correlation	Conclusion	No.	Statement	CIT'C	Correlation	Conclusion
1	Y1.1	0,605	0,30	Valid	1	Y2.1	0,493	0,30	Valid
2	Y1.2	0,646	0,30	Valid	2	X2.2	0,692	0,30	Valid
3	Y1.3	0,351	0,30	Valid	3	Y2.2	0,714	0,30	Valid
4	Y1.4	0,450	0,30	Valid	4	X2.3	0,528	0,30	Valid
5	Y1.5	0,381	0,30	Valid	5	Y2.3	0,705	0,30	Valid
6	Y1.6	0,625	0,30	Valid	6	X2.4	0,555	0,30	Valid
7	Y1.7	0,345	0,30	Valid	7	Y2.4	0,682	0,30	Valid
					8	X2.5	0,346	0,30	Valid
					9	Y2.5	0,471	0,30	Valid
					10	X2.6	0,711	0,30	Valid

Source: PLS Processed Data 2022

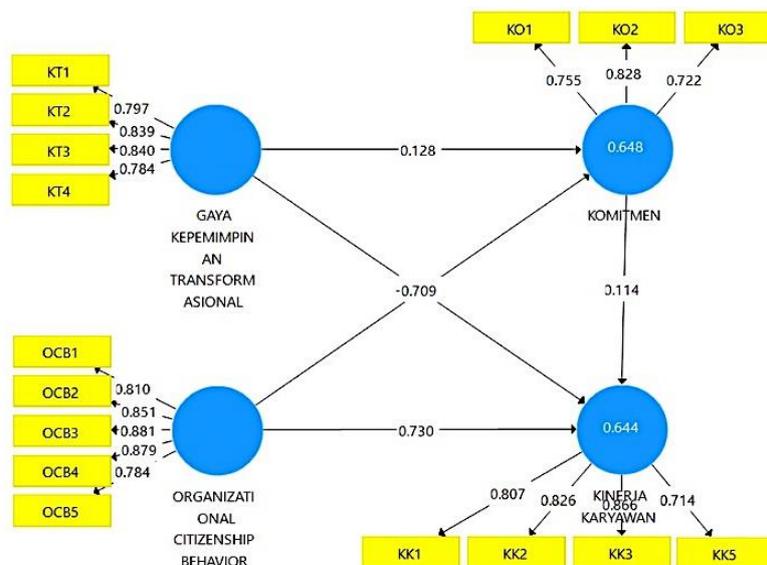
Table 2. Reliability Test Results

No.	Variables	Cronbach's Alpha	Critical Value	Description
1	Transformational Leadership Style	0,885	0,60	Reliable
2	Organizational Citizenship Behavior (OCB)	0,925	0,60	Reliable
3	Commitment	0,704	0,60	Reliable
4	Employee Performance	0,858	0,60	Reliable

Source: PLS Processed Data 2022

Analysis with Structural Equation Model Partial Least Square (SEM-PLS)

Figure 2 shows the Path Diagram for this study.



Source: PLS Processed Data 2022

Figure 2. Path Diagram

The Effect of Commitment, Transformational Leadership Style, and Organizational Citizenship Behavior on Employee Performance (Lia Willyana, Astri Ayu Purwati, and Muhammad Luthfi Hamzah)

Reflective Indicators

Convergent Validity

Convergent Validity is a measurement model with reflexive indicators based on the correlation between item scores and component scores with PLS. The factor loading value only looks at the relationship between indicators and exogenous constructs. The factor loading value that is <0.7 must be removed from the model and re-estimated the factor loading value. By removing several loading factor values <0.7 , the estimated loading factor values have been obtained as presented in Table 3.

Table 3. Outer Loading Table

Variables	Indicator	Outer Loading
Transformational Leadership Style (X1)	KT.1	0,797
	KT.2	0,839
	KT.3	0,840
	KT.4	0,784
Organizational Citizenship Behavior (OCB) (X2)	OCB.1	0,810
	OCB.2	0,851
	OCB.3	0,881
	OCB.4	0,879
	OCB.5	0,784
Commitment (Y1)	KO.1	0,755
	KO.2	0,828
	KO.3	0,722
Employee Performance (Y2)	KK.1	0,807
	KK.2	0,826
	KK.3	0,866
	KK.5	0,714

Source: PLS Processed Data 2022

Based on the data in Table 3, it is known that each indicator of the research variable has an outer loading value >0.7 . The data above shows that there are no variable indicators whose outer loading value is below 0.7, so all indicators are declared feasible or valid for research use and can be used for further analysis.

Discriminant Validity

Discriminant Validity is carried out to ensure that each concept of each latent is different from other variables. The model is said to have good discriminant validity if each indicator loading value of a latent variable has a loading value that is greater than the loading value when correlated with other latent variables. The results of this research discriminant validity test can be seen in Table 4.

Based on Table 4, it is known that the loading value of each indicator item on the constructs X1, X2, Y1 and Y2 is greater than the other cross loading values. Thus it can be concluded that all constructs or latent variables already have good discriminant validity, where the indicators in the construct indicator block are better than other block indicators. From the cross loading results it appears that there are no problems.

Construct Reliability

Reliability can be seen through the Composite Reliability (CR) and Average Variance Extracted (AVE) values. Composite reliability is said to be reliable if it has a value ≥ 0.7 . The AVE value is said to be good if it has a value ≥ 0.5 . The data for the AVE and CR test results are shown in Table 5.

Based on table 5, it is known that all variables meet composite reliability because they have a composite reliability value >0.70 which has met the reliability criteria and has an average variance extracted value >0.50 so that it can be said to be good. So with this it can be concluded that all observed variables are valid to measure their latent variables, and the reliability of the measurement model is good. This shows that the indicators are reliable in compiling exogenous constructs.

Table 4. Cross Loading

Variables	Indicator	Transformational Leadership Style	Organizational Citizenship Behavior (OCB)	Commitment	Employee Performance
Transformational Leadership Style (X1)	X1.1	0,797	0,505	0,519	0,292
	X1.2	0,839	0,517	0,481	0,457
	X1.3	0,840	0,706	0,627	0,516
	X1.4	0,784	0,563	0,418	0,538
Organizational Citizenship Behavior (OCB) (X2)	X2.1	0,511	0,810	0,671	0,535
	X2.2	0,750	0,851	0,697	0,703
	X2.3	0,652	0,881	0,708	0,659
	X2.4	0,587	0,879	0,641	0,807
	X2.5	0,483	0,784	0,655	0,638
Commitment (Y1)	Y1.1	0,546	0,703	0,755	0,627
	Y1.2	0,409	0,563	0,828	0,498
	Y1.3	0,490	0,552	0,722	0,403
Employee Performance (Y2)	Y2.1	0,446	0,657	0,509	0,807
	Y2.2	0,463	0,634	0,562	0,826
	Y2.3	0,526	0,684	0,540	0,866
	Y2.4	0,367	0,594	0,578	0,714
	Y2.5	0,367	0,594	0,578	0,714

Source: PLS Processed Data 2022

Table 5. Construct Reliability

Variables	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership Style	0,888	0,665
Organizational Citizenship Behavior (OCB)	0,924	0,709
Commitment	0,813	0,593
Employee Performance	0,880	0,648

Source: PLS Processed Data 2022

Multicollinearity Test

Multicollinearity testing is done using the VIF value. Multicollinearity is a strong relationship between several variables. A variable shows symptoms of multicollinearity seen from the high VIF (Variance Inflation Factor) value on the independent variables of a regression model.

Table 6. Multicollinearity Test

Independent Variable	Dependent Variable	VIF	Description
X1 : Transformational Leadership Style	Y1 : Commitment	2,030	No Multicollinearity
X2 : Organizational Citizenship Behavior		2,030	No Multicollinearity
X1 : Transformational Leadership Style	Y2 : Employee Performance	2,077	No Multicollinearity
X2 : Organizational Citizenship Behavior		3,460	No Multicollinearity
Y1 : Commitment	Y2 : Employee Performance	2,844	No Multicollinearity

Source: PLS Processed Data 2022

The results of the above test show that all independent variables have a tolerance value greater than 0.10 and a VIF value smaller than 10 (Tolerance Value > 0.10 and VIF < 10). Thus, it can be concluded that this study is free from symptoms of multicollinearity.

Test Coefficient of Determination (R Square)

The R-Square value shows the level of exogenous determination of the endogenous. If the R-Square value is greater, the level of determination will be better. The SmartPLS output results are shown in Table 7.

Table 7. Test Coefficient of Determination (R Square)

Variables	R Square	R Square Adjusted
Commitment	0,648	0,629
Employee Performance	0,644	0,614

Source: PLS Processed Data 2022

Based on table 7 shows that the Adjusted R Square value for the Commitment variable (Y1) is 0.629. this means that the percentage of the influence of the transformational leadership style, *Organizational Citizenship Behavior* (OCB) on organizational commitment is 62.9% while the remaining 37.1% is influenced by other factors not included in this study. Furthermore, the Adjusted R Square value for the Employee Performance variable (Y2) is 0.614, which means that the percentage of the influence of transformational leadership style, *Organizational Citizenship Behavior* (OCB) on employee performance is 61.4% while the remaining 38.6% is influenced by other factors not included in this study.

Structural Model Analysis (Inner Model)

From the results of the structural equation model analysis, a relationship or model equation in this study is presented in Table 8.

Table 8. Structural Equation Table

Variables	Original Sample (O)
Transformational Leadership Style -> Commitment	0,128
Transformational Leadership Style -> Employee Performance	-0,030
<i>Organizational Citizenship Behavior</i> -> Commitment	0,709
<i>Organizational Citizenship Behavior</i> -> Employee Performance	0,730
Commitment -> Employee Performance	0,114

Source: PLS Processed Data 2022

Structural Equation 1

$$K = \gamma_1.1X_1 + \gamma_2.1X_2 + \gamma_3.1X_3 + \gamma_4.1X_4 + \zeta_1$$

$$\text{Commitment} = 0.128 \text{ Transformational Leadership Style} + 0.709 \text{ Organizational Citizenship Behavior}$$

Structural Equation 2

$$K = \gamma_1.1X_1 + \gamma_2.1X_2 + \gamma_3.1X_3 + \gamma_4.1X_4 + \zeta_1$$

$$\text{Employee Performance} = -0.030 \text{ Transformational Leadership Style} + 0.730 \text{ Organizational Citizenship Behavior}$$

Predictive Relevance (Q Square)

Predictive Relevance (Q^2) for structural models, measures how well the observed values are generated by the model as well as its parameter estimates. The Q^2 value has the same meaning as the coefficient of determination (R-Square). The value of $Q^2 > 0$ indicates that the model has predictive relevance; conversely, if the value of (Q^2) < 0 indicates that the model lacks predictive relevance; or in other words, where the higher the value of Q^2 , the model can be said to be the more fit with the data. Consideration of the Q^2 value can be done as follows:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_n^2)$$

$$Q^2 = 1 - (1 - 0.629) (1 - 0.614)$$

$$Q^2 = 1 - (0.371) (0.386)$$

$$Q^2 = 1 - 0.143$$

$$Q^2 = 0.857$$

From the calculation results, it is known that the Q^2 value is 0.857, meaning that the small diversity of the research data can be explained by the structural model developed in this study by 85.7%. Based on these results, the structural model in this study can be said to have a good model.

Effect Size (F Square)

Effect Size (F2) is done to determine the goodness of the model. Whether the predictor latent variable has a weak, sufficient or strong influence at the structural level.

Table 9. Effect Size (F Square)

Variables	Commitment	Employee Performance
Transformational Leadership Style	0,023	0,001
Organizational Citizenship Behavior (OCB)	0,704	0,433
Commitment		0,013

Source: PLS Processed Data 2022

Based on Table 9, it can be seen that all variables in this study which include transformational leadership style and commitment have a weak influence on employee performance, while *Organizational Citizenship Behavior* (OCB) has a strong influence on employee performance. Likewise, the transformational leadership style variable has a weak influence on commitment, while *Organizational Citizenship Behavior* (OCB) has a strong influence on commitment.

Hypothesis Test (T-test)

After the data meets the measurement requirements, then proceed with the Bootstrapping method in SmartPLS 3.0. This test is carried out by comparing the t value resulting from the calculation of the T statistic with the t table. The null hypothesis will be accepted if the T statistic < from the t table and vice versa the null hypothesis will be rejected if the T statistic value > t table. The t table value with $\alpha = 0.05$ and $Pr = n-k-1 = 40-2-1$ so that the t table is 1.687 The results of hypothesis testing using SmartPLS in this study can be seen in Table 10.

Table 10. Hypothesis Test (T-test)

Variables	Original Sample (O)	T Statistics (O/STDEV)	P Values
Transformational Leadership Style -> Commitment	0,128	1,050	0,294
Transformational Leadership Style -> Employee Performance	0,030	0,618	0,867
Organizational Citizenship Behavior -> Commitment	0,709	6,687	0,000
Organizational Citizenship Behavior -> Employee Performance	0,730	3,488	0,001
Commitment -> Employee Performance	0,114	0,660	0,510

Source: PLS Processed Data 2022

Based on the results of testing the transformational leadership style variable on commitment, the T statistic is $1.050 < t \text{ table } 1.687$ and the P value shows the acquisition of $0.294 > \alpha 0.05$. The original sample value obtained is 0.128. Because the T statistic value < t table, H0 is accepted Ha is rejected. This means that there is no positive and insignificant influence between the transformational leadership style variables on commitment to CV. Sersa Jaya Technology. Thus, based on the results of these data, hypothesis 1 is rejected. The results of testing the transformational leadership style variable on employee performance show a T statistic of $0.618 < t \text{ table } 1.687$ and the P value shows the acquisition of $0.867 > \alpha 0.05$. The original sample value obtained is -0.030. Because the T statistic value < t table, H0 is accepted Ha is rejected. This means that there is no negative and insignificant influence between the transformational leadership style variable on employee performance at CV. Sersa Jaya Technology. Thus, based on the results of these data, hypothesis 2 is rejected. The test results of the *Organizational Citizenship Behavior* (OCB) variable on commitment show a T statistic of $6.687 > t \text{ table } 1.687$ and the P value shows the acquisition of $0.000 < \alpha 0.05$. The original sample value obtained is 0.709. Because the T statistic value > t table, H0 is rejected Ha is accepted. This means that there is a positive and significant influence between the *Organizational Citizenship Behavior* (OCB) variable on commitment to CV. Sersa Jaya Technology. Thus, based on the results of this data, hypothesis 3 is accepted. The test results of the *Organizational Citizenship Behavior* (OCB) variable on employee performance show a T statistic of $3.488 > t \text{ table } 1.687$ and the P value shows the acquisition of $0.001 < \alpha 0.05$. The original sample value obtained is 0.730. Because the T statistic value > t table, H0 is rejected Ha is accepted. This means that there is a positive and significant influence between the *Organizational Citizenship Behavior* (OCB) variable on employee performance at CV. Sersa Jaya Technology. Thus, based on the results of these data, hypothesis 4 is accepted. the results of testing the commitment variable on employee performance show a T statistic of $0.660 < t \text{ table } 1.687$ and the P value shows the acquisition of $0.510 > \alpha 0.05$. The original sample value obtained is 0.114. Because the T statistic value < t table, H0 is accepted Ha is rejected. This means that there is no positive and insignificant influence between the commitment variable

on employee performance at CV. Sersa Jaya Technology. Thus, based on the results of these data, hypothesis 5 is rejected.

DISCUSSION

The Effect of Transformational Leadership Style on Commitment

Through descriptive analysis, respondents' responses to the transformational leadership style variable are good, while the null hypothesis is rejected in this study. This means that transformational leadership does not affect employee commitment so the high and low attitude of transformational leadership has no impact on the commitment of CV employees. Sersa Jaya Technology, because the implementation of leadership activities that are more towards pressuring employees may cause an employee to achieve goals at work, but not necessarily be able to have a good influence on the formation of subordinate personalities to sincerely work to achieve organizational commitment. Thus it can be concluded that the transformational leadership style has no positive and insignificant effect on commitment to CV. Sersa Jaya Technology. Not only from descriptive analysis, but the characteristics are also influenced in terms of the age of employees, whose average age is young ranging from 20-25 years, they are still difficult to follow the leadership style applied by company superiors, it is calculated because they still have a fairly low awareness, so they lack a sense of trust and motivation to do more than what was originally expected of them and if they feel uncomfortable working in this company, they will try a new job to start over with consideration of their young age. The results of this study are supported by previous researchers conducted by Azizah et al., (2019) which states that transformational leadership style has no significant effect on commitment.

The Effect of Transformational Leadership Style on Employee Performance

A transformational leader is someone who inspires his subordinates to exceed personal interests for the needs of the organization and has the skills to lead his subordinates. but unfortunately in this company the transformational leadership provided to improve performance can still be said to be lacking. Where the process requires constant socialization efforts, so that every employee fully understands the need for change, different results are caused by different contexts between public and private organizations, also different between service and industrial organizations. Based on the results of descriptive analysis, it shows that transformational leadership is a variable that is considered good for respondents. Through descriptive analysis of respondents' responses to transformational leadership variables that there are still a lack of employees who prioritize the interests of others first compared to personal interests, then respondents' responses to employee performance variables that there are still employees who do not have awareness in working independently The results of the test (t) can be seen that the transformational leadership style does not have a significant effect between the transformational leadership style variables on employee performance at CV. Sersa Jaya Technology. Partially, it can be stated that the transformational leadership variable has no effect and is not significantly significant to employee performance. And because the transformational leadership variable has a negative regression coefficient, this means that transformational leadership has a negative effect on employee performance. This is also influenced by the working period of employees who are still classified as not too long, so the consistency of work steps that must be followed by some employees in correlation with the vision of a leader is still relatively low. The results of this study are supported by previous researchers conducted by Novitasari & Asbari, (2020) and Purwati & Wijaya, (2019) which states that transformational leadership style has no significant effect on employee performance.

Effect of Organizational Citizenship Behavior (OCB) on Commitment

Thus it can be concluded that there is a positive and significant effect between the *Organizational Citizenship Behavior* (OCB) variable on commitment to CV. Sersa Jaya Technology. Through descriptive analysis, respondents' responses to the *Organizational Citizenship Behavior* (OCB) variable are very good. Through the results of respondents' responses to the *Organizational Citizenship Behavior* (OCB) variable, it can be seen that there are still good working relationships to remain conducive and continue to maintain a two-way communication pattern between leaders and subordinates, as well as between fellow employees, then respondents' responses to the commitment variable that there are still employees who think about the opinions of others if they leave the company. This is also influenced by employees aged 21-25 years with a tenure of around 2-5 years, where employees have an attitude of helping to solve other people's problems that are beyond their job authority and responsibility. This is done to create emotional closeness which leads to helping behavior. This is because OCB is a behavior and attitude that benefits the organization and cannot be grown on the basis of formal role obligations. The results of this study are supported by previous researchers conducted by Umam & Setiawan, (2019) which states that *Organizational Citizenship Behavior* (OCB) has a significant positive effect on commitment.

Effect of Organizational Citizenship Behavior (OCB) on Employee Performance

Thus it can be concluded that there is a positive and significant effect between the *Organizational Citizenship Behavior* (OCB) variable on employee performance at CV. Sersa Jaya Technology. Actually OCB is able to

improve employee performance. This indicates that employees have formed OCB behavior in themselves, it can be seen from the attitude of employees who behave to replace others at work, behave beyond the minimum requirements, willingness to tolerate, OCB also increases the stability of employee performance. Based on the results of descriptive analysis that respondents' responses to the *Organizational Citizenship Behavior* (OCB) variable are very good. Through descriptive analysis of respondents' responses to *Organizational Citizenship Behavior* (OCB) variables, it can be seen that most employees have prosocial behavior, namely positive, constructive and meaningful social behavior that helps where it is not a forced action on matters that promote the interests of the organization, then respondents' responses to employee performance variables that employees are able to use the time available for other jobs so that they can learn new skills by increasing their ability to adapt to changes in their environment. Not only from descriptive analysis, but the characteristics are also influenced in terms of the age of employees aged 26-30 years and > 31 years where after being adrift enough to be mature in being tolerant of the inevitable difficulties and burdens at work without complaining. The results of this study are supported by previous researchers conducted by Suzana, (2017) which states that *Organizational Citizenship Behavior* (OCB) has a significant positive effect on employee performance.

Effect of Commitment on Employee Performance

Thus it can be concluded that there is no positive and insignificant effect between commitment variables on employee performance at CV. Sersa Jaya Technology. There are still low employees with high loyalty commitment and are willing to do whatever is needed by the organization where they work and will maintain their participation in organizational activities. Whereas with a sense of commitment to the organization can improve performance so that the organization will more easily achieve its goals. Based on the results of descriptive analysis that respondents' responses to the organizational commitment variable are high. Through descriptive analysis of respondents' responses to the compensation variable, it can be seen that employees will not experience difficulties in finding work if they leave the CV company. Sersa Jaya Technology, then respondents' responses to employee performance variables that there are employees who have not been able to complete work in accordance with the standard company suitability requirements. This is also supported by the age of employees who are still relatively young, they can still try to find the job they want and until they feel comfortable with the job. The results of this study are supported by previous researchers conducted by Pandaleke, (2016) which states that organizational commitment has no effect and is not significant to employee performance.

CONCLUSION

This study aims to determine the effect between transformational leadership style variables, and *Organizational Citizenship Behavior* (OCB) with commitment and performance of CV. Teknologi Sersa Jaya employees. The conclusions that can be drawn from the results of the research that has been done include: (1) Transformational leadership style has no positive and insignificant effect on commitment to CV. Sersa Jaya Technology. (2) Transformational leadership style has no positive and insignificant effect on employee performance at CV. Sersa Jaya Technology. (3) *Organizational Citizenship Behavior* (OCB) has a positive and significant effect on commitment to CV. Sersa Jaya Technology. (4) *Organizational Citizenship Behavior* (OCB) has a positive and significant effect on employee performance at CV. Sersa Jaya Technology. (5) Commitment has no positive and insignificant effect on employee performance at CV. Sersa Jaya Technology.

Based on the conclusions obtained in this study, the following suggestions are proposed as a complement to the research results: (1) It is recommended to the management of CV. Sersa Jaya Technology in order to improve the transformational leadership style, so that employees are enthusiastic about working in order to improve performance and commitment to the company. (2) It is recommended that the management of CV. Sersa Jaya Technology and employees have a high awareness of Organizational Citizenship Behavior (OCB), so that this is expected to have a good influence in improving the resulting performance. (3) Organizational commitment must also be increased so that employees can feel comfortable working in the company and also so that employees can improve their performance by continuing to work in the company in order to achieve the goals of the company. (4) Future researchers are expected to develop this research by adding other variables that can affect employee performance.

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