The Effect of Transformational Leadership and Organizational Commitment to Employee Performance with Citizenship Organization Behavior as Intervening Variables (At PT Sarana Arga Gemeh Amerta in Denpasar City)

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Abstract:
Organizations that are successful in achieving goals and being able to fulfill their social responsibilities will depend largely on their leaders. The transformational leadership style can encourage and motivate employees to increase the extra role and performance of employees towards the organization. The purpose of this study is to analyze and explain the influence of transformational leadership and organizational commitment to employee performance with organizational citizenship behavior as intervening variable at PT. Sarana Arga Gemeh Amerta (SAGA) Denpasar. The research population is the employees of PT. Sarana Arga Gemeh Amerta (SAGA) Denpasar with the number of samples is 88 respondents. The sampling technique used is proportional random sampling. The research instrument used questionnaire and analysis method using Partial Least Square (PLS) with SmartPLS v 3.0 software. The results of this study show that (1) transformational leadership has a negative effect on employee performance (2) organizational commitment has a significant positive effect on employee performance (3) transformational leadership has a significant positive effect on organizational citizenship behavior (4) organizational commitment has significant positive effect on organizational citizenship behavior (5) organizational citizenship behavior has a significant positive effect on employee performance (6) organizational citizenship behavior fully and positively and significantly mediates relationship between transformational leadership and employee performance (7) organizational citizenship behavior mediate partially and positively and significantly to the relationship between organizational commitment and employee performance.

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

Introduction:
Leadership is one of the issues in management that is still quite interesting to discuss until today. The mass media, both electronic and printed, often feature opinions and discussions about leadership (Locke, 1997: International Journal of Contemporary Research and Review, Vol. 9, Issue. 02, Page no: ME 20503-20518 doi: https://doi.org/10.15520/ijcrr/2018/9/02/435
The role of leadership is very strategic and important for the achievement of the mission, vision and goals of a company, is one motive that encourages people to always investigate the ins and outs associated with leadership.

Organizations that are successful in achieving goals and able to fulfill their social responsibilities will depend on the leaders. If the leader is able to perform well, it is very possible that the organization will achieve its objectives.

Thus, a leader or head of a company will be recognized as a leader if he can have influence and be able to direct his subordinates towards the achievement of company goals. This leads to the consequence that every leader is obliged to give genuine attention to nurture, move, direct all potential employees in their environment in order to realize the volume and workload directed to the goal (Thoha, 200: 86).

The quality of the leader is often regarded as the most important factor in the success or failure of a company as well as the success or failure of a business-or business-oriented organization, usually perceived as a leader's success or failure (Bass, 1990). So important is the role of the leader that the issue of the leader becomes the focus that attracts the attention of researchers in the field of organizational behavior. Leaders play a key role in formulating and implementing organizational strategies. (Su'ud, 2000).

In a corporate style of leadership is a way used by a leader in influencing the behavior of others. A leader will use leadership styles according to his abilities and personality (Marzuki, 2002). Each leader in giving attention to foster, move and direct all potential employees in the environment has a pattern that varies from one to another. The difference is caused by different leadership styles of each leader. The suitability between leadership styles, organizational norms and culture is seen as a key prerequisite for successful achievement of organizational goals (Yukl, 1989).

The purpose of the organization will not be realized if it does not pay attention to these aspects of human resources, sophisticated whatever tools, machines, and other factors available to the company. Within the company, these differences should be organized in order to create a teamwork in the passing of changes in the current era of globalization.

Organizational citizenship behavior (OCB) is one proof of solid teamwork within a company. Bateman (1998) states that Organizational citizenship behavior is a helpful attitude shown by members of the organization, which is constructive, valued by the company but not directly related to individual productivity. Organizational citizenship behavior is also a form of behavior that shows individual choices and initiatives, unrelated to the formal reward system of the organization but aggregately improves organizational effectiveness (MacKenzie, 2002). Organizational Behavior Citizenship behavior is not included in the employment requirements or employee job description so that if not displayed it is not given sanction by the company.

Organizational citizenship behavior can reduce disputes and improve work efficiency. Thus indirectly the behavior can generate positive results for the company, both for the purpose of the company itself and for social life within the company. Alizadeh (2012) says that there are several variables that influence the behavior of organizational citizenship behavior of employees, such as rule clarity, leadership style, organizational commitment, organizational justice, work environment and individual nature. This means that Organizational citizenship behavior is a part of individual behavior in this case employees are very important in the implementation of each employee duties and obligations will lead to the success of the company.

Robbins (2008: 115) says that satisfied employees seem to be more likely to talk positively about his company, help others, and far exceed normal expectations in their work. Employees who are satisfied with the work and the company they are in will do positive things for the company and their co-workers on the grounds of wanting to repay what they've been getting from the company. One of the factors that trigger employee satisfaction with the company and is the third factor that will affect the Organizational citizenship behavior among employees is a commitment based managerial system.
Organizational commitment according to Greenberg (2011) is defined as a concept that expresses employees' perceptions of the extent to which they are treated fairly, within the organization and how those perceptions affect organizational outcomes such as employee satisfaction and performance. Robbins (2008: 132) defines that organizational commitment is the degree to which an employee links himself to a particular organization and its goals, and hopes to maintain membership within the organization. Organizational commitment becomes one of the triggers of strong behavior of Organizational citizenship behavior. A person who has a commitment to his company will more often display the behavior of Organizational citizenship behavior.

PT. Sarana Arga Gemeh Amerta (SAGA) located at Jln. Serma Merta no. 2, Banjar Gemeh, West Denpasar, Bali. Initially PT. Sarana Arga Gemeh Amerta which was founded in 1931 only produce ice cubes, then developed into a lemonade factory, and in 1985 began to produce drinking water in packaging SPRING branded. Based on data obtained from the personnel level of absenteeism in the last 1 year, generally occurs in the implementing group to reach 9% per month. According to the leadership of the company, the absenteeism level of execution of more than 5% should be avoided as it may disrupt the smoothness of service to the consumer, therefore the leadership implements the sanction for the employee defaulters by cutting incentives by 5% each time lost to follow-up.

Based on preliminary research conducted by researchers by interviewing the employees of PT. Sarana Arga Gemeh Amerta in Denpasar City, there are some complaints that most often felt by most employees. Lack of motivation from the leadership when needed by employees to achieve corporate goals and lack of leadership in listening to the aspirations of these employees led to a decline in the spirit of the workers in the work and the lack of confidence in where they work. Relationships between friends work less well, this causes a lack of sense of solidarity or mutual help between employees so often there is a mistake (cooperation with colleagues) that causes work time to be inefficient. The absence of strong sanctions against employees who lost their jobs, this resulted in a decline in company performance.

Employee performance is what affects how much they contribute to the organization. Individual and group performance improvements are central to efforts to improve organizational performance (Malthis, 2006). Employees are the main implementers of every organizational function of existing facilities, infrastructure, and infrastructure. Employee is one of the key factors of the organization that must be considered because it always experiences various dynamics within the organization.

Factors that can improve employee performance is how management motivates an employee in order to improve its performance. The creation of good performance can be done by motivating an employee and improving employee work satisfaction by paying attention to organizational commitment. Leadership style, organizational commitment, and Organizational citizenship behavior are very important factors in improving employee performance (Bass, 1990).

According Ostroff (1998) states transformational leadership and organizational commitment is one of the factors that affect organizational citizenship behavior of employees and can also affect employee performance. High and low Organizational citizenship behavior and employee performance in a company depends on whether or not the leadership style of the leadership and organizational commitment. Organizational commitment is a measure of the strength of employee identification with organizational goals and values and is involved (Organ, 1999). Organizational citizenship behavior is related to employee work behavior within the organization, conducted voluntarily outside the defined job description, with the aim of improving the company's performance progress. While the performance is the strength and ability of employees to perform tasks.

McNeese-Smith (1996) defines organizational commitment as defined as a measure of the strength of identity and employee involvement in organizational goals and values. Luthans (2006: 76) defines organizational commitment as an attitude that reflects employees' loyalty to the organization and is an ongoing process whereby organizational members express their concern for the organization, to organizational success and ongoing progress.
Risambessy (2012) in his research to get the result that transformational leadership effect on employee performance. The better the transformational leadership style will be the higher the performance of employees, or vice versa if the transformational leadership style worse than the performance of employees also decreased. This research is supported by Paracha (2012), and Shafie (2013). Unlike Insan's (2013) and Setiawan (2015) studies, transformational leadership has no significant effect on employee performance. The implementation of transformational leadership for each level should be enforced according to the level of employee knowledge and education.

Van (2006) in his research get organizational commitment results have a significant positive effect on employee performance. This is because good commitment from the organization leads to self-esteem in employees so as to improve their performance. The results of this study are supported by research Falkenburg (2007) and Darmayanti (2016). In contrast to research by Ismail (2015) and Riana (2016) who found that organizational commitment had no effect on employee performance. The results of this study underlie that the poor commitment within the organization caused a sense of distrust of employees to the workplace that affects the decline in employee performance.

Lian (2011) in his research to obtain transformational leadership results have a positive and significant impact on organizational citizenship behavior. This is based on the better the transformational leadership style in the company will increase the organizational citizenship behavior of its employees. The results of this study are supported by Saeed (2012), and Hamidi (2015). In contrast to Olcer's (2014) and Arifiani (2016) research which gained transformational leadership has no significant effect on organizational citizenship behavior. The results of this study underlie that voluntary behavior or organizational citizenship behavior is not based on leadership and leader attitude to cause organizational citizenship behavior.

Gautam (2004) in his study found that organizational commitment had a significant positive effect on organizational citizenship behavior. Proper commitment to an organization increases organizational citizenship behavior on employees. This is based on organizational citizenship behavior can arise from various factors in the organization of them because of the satisfaction in work and a good commitment to the organization. The results of this study are supported by Khalid (2005) and Hamidi (2015). In contrast to Aaron's (2014) research, the result shows that organizational commitment has no effect on organizational citizenship behavior. The results of this study underlie that voluntary behavior or organizational citizenship behavior this because there is no satisfaction and trust in the company.

Research conducted by Damaryanthi (2016) get result that organizational citizenship behavior have a significant positive effect on employee performance. This means that employees who have high organizational citizenship behaviors on the workplace and on other employees will show improved performance and can accept the job they get without complaining or arguing. The results of this study are also supported by Sharif (2013) and Karavardar (2014). In contrast to Maharani's research (2013) and Andrew (2015) shows that organizational citizenship behavior variable has no significant impact on employee performance. The results of this study underlie that not all employees in the organization have organizational citizenship behavior, are sociable, they are different.

Based on the phenomenon that occurred in the field and some previous research gap, the researchers wanted to further test the influence of transformational leadership and organizational commitment to employee performance with organizational citizenship behavior (OCB) as the mediation variable to get more accurate results.

**The formulation of this problem is based on the background that has been described, so it can be made a problem formulation as follows:**

1. Does transformational leadership affect employee performance?
2. Does organizational commitment affect employee performance?
3. Does transformational leadership affect organizational citizenship behavior?
4. Does the organization's commitment affect the organizational citizenship behavior?
5. Does the organizational citizenship behavior affect the performance of employees?
6. Does transformational leadership affect employee performance through organizational citizenship behavior?
7. Does organizational commitment affect employee performance through organizational citizenship behavior?

Based on the explanation on the formulation of the problem it can be concluded research objectives, namely:
1. To analyze the effect of transformational leadership on employee performance.
2. To analyze the effect of organizational commitment on employee performance.
3. To analyze the influence of transformational leadership on the organizational citizenship behavior.
4. To analyze the influence of organizational commitment to organizational citizenship behavior.
5. To analyze the influence of organizational citizenship behavior on employee performance.
6. To analyze the effect of transformational leadership on employee performance through organizational citizenship behavior.
7. To analyze the effect of organizational commitment on employee performance through organizational citizenship behavior.

Literature review:

Transformational leadership:
Transformational leadership is characterized as a leader that focuses on the attainment of change and the values, beliefs, attitudes, behaviors, emotions and subordinate needs to a better change by an organization in the future. As a transformational leadership style the followers feel the trust, admiration, loyalty and respect for leaders, and they are motivated to do more than they initially expected (Maulizar, 2012).

Setiawan (2013: 19) lexically the term transformational leadership consists of two words of leadership and transformational. The term means change of form (form, nature, function, etc.) and some even claim that transformational word is derived from the word "to transform" which has the meaning of transforming the vision into reality, the heat becomes energy, the potential becomes factual, latent becomes the manifest.

Maharani (2013) suggests a transformational leadership style inspires his followers to put aside their personal interests for the good of the organization and they are able to have tremendous influence on their followers. The transformational leader also devotes attention to the things and needs of each follower's self-development, transformational leaders change the followers' consciousness of the problems by helping them view old problems in new ways, inspiring followers to spend extra effort to achieve goals group.

Robbins (2008: 90) argues that transformational leaders are leaders who inspire their followers to set aside their personal interests for the good of the organization and they are able to have tremendous influence on their followers. They are concerned with the self-development needs of their followers, altering followers' awareness of existing issues by helping others see old problems in new ways, and being able to please and inspire their followers to work hard in order to achieve common goals.

Luthans (2011: 653) concludes that effective transformational leaders have the following characteristics:
- They identified themselves as a tool of change
- They are brave
- They trust people
- They are motor driven values

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They are learners of all time

They have the ability to deal with complexity, ambiguity, and uncertainty

They are visionary

Summarizes some understanding of transformational leadership that has been exposed by experts, it can be stated that transformational leadership is a leadership style that inspires and motivates subordinates to be able to do work that is more than what is expected and help develop themselves employees to be able to innovate in the face of problems so it can try extra for organizational purposes.

Many factors relate to the style of a leader; including the characteristics of followers, the possibility of the environment, and the structure of leadership power among them. A leader generally does not have to use the same style as a group of new employees and a group of old employees. Leaders will not use the same style of an employee to be replaced. The transformational leader aims to produce a superior outcome by directing one or more behavioral factors.

Robbins (2008: 91) describes four transformational leadership indicators:

1) Idealized Influence (Charisma)
2) Inspiration Motivation
3) Intellectual Stimulation
4) Individualized Consideration

Organizational Commitment:

Organizational commitment plays an important role in the study of organizational behavior because organizational commitment affects employee attitudes and behavior in the workplace. According to Allen (1991) organizational commitment is defined as a psychological approach between employees and organizations that have implications for the decision to survive or leave the organization. Sorting out organizational commitment indicators into three dimensions of affective commitment, normative commitment and ongoing commitment.

Organizational commitment is multidimensional in that each component exerts an independent influence on specific employee behavior trends, for example the relationship between ongoing commitment and turnover intention, employees with sustained high commitment should be able to stay in organization with colleagues and superiors regardless of affective commitment and normative commitment (Allen, 1991). In contrast, Stanley (2002) argues that a low sustained commitment will not make the employee want to leave the organization if it is not balanced by a low affective and normative commitment. The level of organizational commitment of employees will ensure that employees feel better suited to receive extrinsic rewards (including remuneration and benefits) and psychological benefits (including job satisfaction and co-work relationships) of the organization; organizational commitment is generally assumed as a subject to reduce employee bad behavior against organizational covering laziness and the desire to leave the organization (Lumley 2011).

Luthans (2006: 236) states that as an attitude, organizational commitment is often defined as

- A strong desire to remain part of a member of a particular organization
- The desire to strive according to the wishes of the organization
- Certain beliefs, and acceptance of organizational values and goals.

Colquitt (2009) argues that organizational commitment is a sense of identification, involvement, and loyalty expressed by employees to their organizations. Organizational commitment affects whether an employee remains an organization member or leaves the organization to pursue other work. Leaving the organization voluntarily occurs when the employee decides to quit the organization, whereas the employee who leaves...
the organization because it is forced to happen when the employee is fired by the organization for some reason.

Gibson (2010: 183) states that organizational commitment involves three attitudes, namely: identification with organizational goals; feelings of involvement in organizational tasks; as well as feelings of loyalty to the organization. It means that employees who are committed to the organization perceive the value and importance of the organization is integrated with its personal goals. Highly committed employees will have high performance and loyalty to the company. On the contrary, employees who tend to have a low commitment, low performance and less loyalty to the company.

Summarizing some sense of organizational commitment that has been exposed by experts, it can be stated that organizational commitment is the feeling of employees to remain in the organization, the feeling resulting from the internalization of normative pressure given to an individual before entering or after entry into the organization.

Indicator of organizational commitment by Allen and Meyer (1991) that is affective, sustainable and normative become the main instrument to measure employee behavior related to desire, requirement, and obligation at organization. According to Malik (2010) the approach made by Allen and Meyer has become the center of reference for research on organizational commitment. Each of these indicator commitments can be explained as follows:

- Affective commitment (affective commitment)
- Continuous commitment (continuance commitment)
- Normative commitment (normative commitment)

**Organizational Citizenship Behavior (OCB):**

Companies are looking forward to having employees who contribute more in operating activities related to the company. The extra role of employees is very beneficial and rewarding to the company because employees volunteer to provide their time and energy for work that should not be their responsibility. Such actions reflect the added value of employees or extra employee roles for companies that are often called organizational citizenship behavior. Robbins (2008: 40) says that OCB is an optional behavior that is not part of an employee's formal employment obligation, but it supports the functioning of the organization effectively.

Organs (2006) define OCB as a behavior that is individual choice and initiative, unrelated to the organization's formal reward system but aggregately increases organizational effectiveness. This means that the behavior is not included in the employment requirements or job description of the employee so that if not displayed it is not given a penalty. Alizadeh (2012) defines OCB as a behavior that is not directly related to and with a formal reward system, voluntary is not a compulsory act toward things that prioritize the interests of the organization, and is an individual behavior as a form of satisfaction based on performance, not formally ordered.

Summarizing some OCB notions that have been exposed by experts, it can be stated that OCB is an individual initiative behavior that should not be a job or job description but he did voluntarily without demanding rewards in order to help the realization of corporate goals effectively and efficiently. OCB involves some behaviors, including the behavior of helping others, becoming a volunteer for extra tasks, abiding by the rules and procedures at work.

**Organ (2006: 14) presents five indicators used in studies on organizational citizenship behavior (OCB), namely:**

1) Altruism (helping others)
2) Conscientiousness (conscience)
3) Courtesy (goodness)
4) Civic Virtue (civic awareness)

5) Sportmanship (sportport)

**Employee performance:**

McNeese-Smith (1996) defines performance as a contribution to the organization's final outcomes in relation to the resources spent and must be measured by qualitative indicators and hence the development of instruments is performed to assess the perceptions of the work of their own performance in relation to items such as output, goal achievement, deadline compliance, hours of work and sick leave.

Rivai (2009: 549) suggests performance is the result or success rate of a person as a whole over a certain period of time in carrying out the task compared with various possibilities, such as predefined work standards, targets or targets or criteria that have been predetermined and mutually agreed. Mathis (2009: 378) suggests performance (performance) is what is done or not done by employees. Common employee performance for most jobs includes the following elements: (a) quantity of results, (b) Quality of outcomes, (c) timeliness and outcomes, (d) attendance and (e) ability to work together.

Maulizar (2012) argued that, employee performance is the result of work achieved by employees in accordance with the authority and responsibility provided by the organization in an effort to achieve the vision, mission and objectives of the organization concerned legally, not violating the law and in accordance with the moral and ethical. Akbar (2015) suggested performance is the work achieved by a person or group of people in carrying out the tasks assigned to him in accordance with the criteria set. Each employee is required to have the competence of the ability or the ability to perform the task or job that is the responsibility or entrusted.

Employee performance refers to the work that an employee completes within the scope of their duties and responsibilities, and the company's goals and mission. Employee performance is measured by the standards or criteria that have been established by the company.

Sedarmayanthi (2010: 263) suggests several indicators that are often used to measure employee performance as described below:

- Job performance, is the skills that employees have to solve their own problems in the completion of tasks.
- Responsibility, is employees have a sense of responsibility to complete the task well.
- Honesty, is the delivery of something in accordance with the actual situation.
- Cooperation, namely the ability of employees in cooperation with colleagues.
- Initiative, namely the ability of employees in completing tasks and jobs and able to take decisions in a state of urgency.
- Timeliness, is whether or not the completion time of work with a predetermined time.
- The level of work errors, namely the ability of employees to complete the job well without any errors.
- Working speed, that is how fast employees are able to complete the work routine without reducing the quality of work.

**Research methods:**

This research uses quantitative data type and form of associative causality research. Sugiyono (2013: 55) states that the research in the form of associative causality research aims to know the relationship between two or more variables and this relationship has a causal nature. This research will analyze and compare the effects of transformational leadership and organizational commitment to employee performance with citizenship organization (OCB) behavior as intervening variables at PT Sarana Arga Gemah Amerta in Denpasar City.
The variables used are transformational leadership, organizational commitment, employee performance, and organizational citizenship behavior (OCB). As disclosed in the hypothesis, each will be described in the appropriate indicator and subsequently derived into question items in the research instrument. The sampling technique used is proportional random sampling, this technique is used because it is not homogeneous. Sugiyono (2014: 82) says that, "Proportional Random Sampling is used when the population has members or elements that are not homogeneous and stratified proportionately". The stratum that is meant in this research is admin section, production, distribution, and warehouse.

Data collection techniques in the form of interviews and distributing questionnaires followed by validity and reliability tests. Data analysis method used in this research is SEM (Structural Equation Modeling) based on component or variance that is PLS (Partial Least Square). The results of the analysis are then interpreted and discussed so that in the end it can be concluded the results of research and given suggestions to the problem.

Analysis and Discussion:
Fit Evaluation Model:
Data processing techniques using the PLS-based SEM method requires 2 stages in assessing the Fit Model of a research model (Ghozali, 2008). The stages are as follows:

a) Assessing the Outer Model or Measurement Model:

There are three criteria in using data analysis techniques with Smart PLS to assess outer models of Convergent Validity, Discriminant Validity, and Composite Reliability.

1) Convergent validity:

Convergent Validity of measurement model with reflexive indicator is judged by correlation between item score or component score estimate with PLS Software. The individual reflexive size is said to be high if it correlates more than 0.70 with the measured variable. However, according to (Ghozali, 2008) for the initial stage of the scale measurement of the loading factor 0.5 to 0.6 is considered sufficient. In this research will be used the limit factor of loading factor is 0.5.
The results of treatment using PLS can be seen in Table 4.8. Outer model values or correlations between variables with variables have met the convergent validity because all have a factor loading value above 0.50.

Table 1 Outer Loading (Measurement Model):

<table>
<thead>
<tr>
<th>Variabel</th>
<th>Indikator</th>
<th>Outer Loading</th>
<th>T-Statistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational Leadership (X1)</td>
<td>Idealized Influence (X1.1)</td>
<td>0,934</td>
<td>60,307</td>
</tr>
<tr>
<td></td>
<td>Inspiration Motivation (X1.2)</td>
<td>0,936</td>
<td>48,533</td>
</tr>
<tr>
<td></td>
<td>Intellectual Stimulation (X1.3)</td>
<td>0,969</td>
<td>156,641</td>
</tr>
<tr>
<td></td>
<td>Individualized Consideration (X1.4)</td>
<td>0,740</td>
<td>14,655</td>
</tr>
<tr>
<td>Organization Commitment (X2)</td>
<td>Affective Commitment (X2.1)</td>
<td>0,979</td>
<td>127,182</td>
</tr>
<tr>
<td></td>
<td>Continuance Commitment (X2.2)</td>
<td>0,948</td>
<td>88,154</td>
</tr>
<tr>
<td></td>
<td>Normative Commitment (X2.3)</td>
<td>0,988</td>
<td>379,198</td>
</tr>
<tr>
<td>Organizational Citizenship Behavior (Y1)</td>
<td>Altruisme (Y1.1)</td>
<td>0,886</td>
<td>35,044</td>
</tr>
<tr>
<td></td>
<td>Conscientiousness (Y1.2)</td>
<td>0,913</td>
<td>35,774</td>
</tr>
<tr>
<td></td>
<td>Courtesy (Y1.3)</td>
<td>0,946</td>
<td>81,749</td>
</tr>
<tr>
<td></td>
<td>Civic Virtue (Y1.4)</td>
<td>0,859</td>
<td>31,554</td>
</tr>
<tr>
<td></td>
<td>Sportmanship (Y1.5)</td>
<td>0,787</td>
<td>17,085</td>
</tr>
<tr>
<td>Employee Performance (Y2)</td>
<td>Work quality (Y2.1)</td>
<td>0,856</td>
<td>29,237</td>
</tr>
<tr>
<td></td>
<td>Work quantity (Y2.2)</td>
<td>0,974</td>
<td>122,842</td>
</tr>
<tr>
<td></td>
<td>Work Time (Y2.3)</td>
<td>0,890</td>
<td>39,642</td>
</tr>
<tr>
<td></td>
<td>Team Work (Y2.4)</td>
<td>0,942</td>
<td>67,881</td>
</tr>
</tbody>
</table>

Source: Data 2017

doi: [https://doi.org/10.15520/ijcrr/2018/9/02/435](https://doi.org/10.15520/ijcrr/2018/9/02/435)
Based on Table 1 above shows that transformational leadership variables, organizational commitment, organizational citizenship behavior, and employee performance have an Outer Time value of 0.05. So it can be concluded that the four variables of this measurement meet the requirements of Convergent Validity.

2) Discriminant Validity:

Discriminant validity is done to ensure that each concept of each latent variable is different from that of the other variables. The model is said to have a good discriminant validity if each value loading indicator of a latent variable has a loading value greater than the loading value if correlated with other latent variables. Discriminant validity test results are presented in Table 2 below.

**Table 2 Discriminant Validity:**

<table>
<thead>
<tr>
<th>AVE</th>
<th>AVE</th>
<th>^AVE</th>
<th>X1</th>
<th>X2</th>
<th>Y1</th>
<th>Y2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational Leadership (X1)</td>
<td>0.809</td>
<td>0.898</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Performance (Y2)</td>
<td>0.841</td>
<td>0.915</td>
<td>0.935</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization Commitment (X2)</td>
<td>0.944</td>
<td>0.971</td>
<td>0.955</td>
<td>0.983</td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>Organizational Citizenship Behavior (Y1)</td>
<td>0.775</td>
<td>0.877</td>
<td>0.970</td>
<td>0.970</td>
<td>0.968</td>
<td>1.000</td>
</tr>
</tbody>
</table>

Source: data 2017

From Table 2 it can be explained that from the results of the three variables have an AVE value above 0.50 and all variables have an AVE root value higher than the correlation coefficient between one variable with other variables so it can be said the data has a good discriminant validity.

3) Composite Reliability:

Composite reliability aims to evaluate the reliability value between the indicator blocks of the constructs that make up it. Composite reliability results are said to be good if it has a value above 0.70. Composite reliability test results can be presented in Table 3 below.

**Table 3 Composite Reliability:**

<table>
<thead>
<tr>
<th>Variabel</th>
<th>Composite Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational Leadership (X1)</td>
<td>0.944</td>
</tr>
<tr>
<td>Organization Commitment (X2)</td>
<td>0.981</td>
</tr>
<tr>
<td>Organizational Citizenship Behavior (Y1)</td>
<td>0.944</td>
</tr>
<tr>
<td>Employee Performance (Y2)</td>
<td>0.954</td>
</tr>
</tbody>
</table>

Source: Data 2017

Table 3 informs that all variables meet the composite reliability because the value is above the recommended number, which is above 0.7 which has met the reliable criteria. Based on the results of the overall evaluation, both the convergent validity, discriminant validity, composite reliability that has been described above, it can be concluded that the indicators as a measure of latent variables is a valid and reliable gauge.

b. Structural Model Testing (Inner Model):

Inner model or structural model testing is done to see the relationship between variables, significance value and R-square of research model. Assessment model with PLS begins by looking at R-square for each dependent latent variable. The structural model is evaluated by taking into account the Q2 predictive relevance model that measures how well the observed values are generated by the model. Q2 is based on the

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The coefficient of determination of all dependent variables. The quantity $Q^2$ has a value with the range $0 < Q^2 < 1$, the closer to the value of 1 means the model the better.

In this structural model there are two endogenous (dependent) variables, namely: organizational citizenship behavior ($Y_1$) behavior and employee performance ($Y_2$). The coefficient of determination ($R^2$) of each dependent variable can be presented in Table 4 below.

**Table 4 Nilai R-Square:**

<table>
<thead>
<tr>
<th>Variabel</th>
<th>R-Square</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Citizenship Behavior ($Y_1$)</td>
<td>0.962</td>
</tr>
<tr>
<td>Employee Performance ($Y_2$)</td>
<td>0.978</td>
</tr>
</tbody>
</table>

Source: Data 2017

Based on the above calculation results show the evaluation of the structural model $Q^2 = 0.9016$ approaching 1. Thus, the results of this evaluation provide evidence that the structural model has a goodness of fit model is very good. This result can be interpreted that the information contained in the 90.16 percent data can be explained by the model, while the remaining 9.84 percent is explained by error and other variables outside the research model.

c. Hypothesis testing:

This research uses Partial Least Square (PLS) analysis using Smart PLS pro 3.0 program to test and analyze the research hypothesis which has been stated before. The results of the research model analysis using Partial Least Square (PLS) can be seen in Figure 5 below.

Hypothesis testing is done by test on each path of direct influence partially and indirect influence through mediation variables. Associated with this test, the hypothesis testing can be sorted into a direct influence of worship and testing of indirect effects or testing of mediation variables. Based on Figure 4.2 can be explained briefly the meaning and meaning of the relationship value between variables shown in Table 6 below.
Table 6 Hypothesis result Testing:

<table>
<thead>
<tr>
<th>Variable Correlation</th>
<th>Direct Correlation</th>
<th>Indirect correlation</th>
<th>T-Statistic</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational Leadership (X1) to Employee Performance (Y2)</td>
<td>-0.326</td>
<td>-</td>
<td>2.634</td>
<td>H1 reject</td>
</tr>
<tr>
<td>Organization Commitment (X2) to Employee Performance (Y2)</td>
<td>0.773</td>
<td>-</td>
<td>9.322</td>
<td>H2 accept</td>
</tr>
<tr>
<td>Transformational Leadership (X1) to Organizational Citizenship Behavior (Y1)</td>
<td>0.527</td>
<td>-</td>
<td>5.822</td>
<td>H3 accept</td>
</tr>
<tr>
<td>Organization Commitment (X2) to Organizational Citizenship Behavior (Y1)</td>
<td>0.464</td>
<td>-</td>
<td>5.226</td>
<td>H4 accept</td>
</tr>
<tr>
<td>Organizational Citizenship Behavior (Y1) to Employee Performance (Y2)</td>
<td>0.538</td>
<td>-</td>
<td>4.026</td>
<td>H5 accept</td>
</tr>
<tr>
<td>Transformational Leadership (X1) to Employee Performance (Y2) through Organizational Citizenship Behavior (Y1)</td>
<td>0.527 x 0.538 = 0.283&lt; -0.326</td>
<td>-</td>
<td>-</td>
<td>H6 accept (Full Mediation)</td>
</tr>
<tr>
<td>Organization Commitment (X1) to Employee Performance (Y2) through Organizational Citizenship Behavior (Y1)</td>
<td>0.464 x 0.538 = 0.250 &gt; 0.773</td>
<td>-</td>
<td></td>
<td>H7 Diterima (Partial Mediation)</td>
</tr>
</tbody>
</table>

Source: Data 2017

c. Discussion of Research Results

The results of testing the first hypothesis states that transformational leadership negatively affect employee performance. This means that the worse transformational leadership style that is owned by the leadership then the employee performance will decrease or otherwise the better the leadership style transformasional owned by the leadership then the employee performance will increase. The result of this research is in line with previous research that is Insan (2013) and Setiawan (2015) research which show result that there is a negative correlation between transformational leadership to employee performance.
The results of the second hypothesis testing states that organizational commitment has a positive and significant impact on employee performance. It means that the better the organization's commitment owned by the company then the performance of the worker will increase or vice versa the organization's commitment to the company will decrease the performance of the worker. The results of this study are in line with previous researches of Van (2006), Falkenburg (2007) and Darmayanti (2016) which showed that there is a positive and significant relationship between organizational commitment to employee performance.

The result of the third hypothesis testing states that transformational leadership has positive and significant effect on organizational citizenship behavior. It means that the better the transformational leadership style possessed by the leadership, the organizational citizenship behavior will increase or the worse the transformational leadership style possessed by the leadership, the organizational citizenship behavior will decrease. The results of this study are in line with previous researches of Lian (2011), Saeed (2012), and Hamidi (2015) studies which show that there is a positive and significant relationship between transformational leadership towards organizational citizenship behavior.

The results of the fourth hypothesis test states that organizational commitment has a positive and significant effect on organizational citizenship behavior. It mean the better organizational commitment owned by the company then the organizational citizenship behavior will increase or otherwise worse organizational commitment owned by the company then organizational citizenship behavior will decline. The results of this study are in line with previous research of Gautam (2004), Khalid (2005) and Hamidi (2015) which showed that there is a positive and significant relationship between organizational commitment to organizational citizenship behavior.

The results of the fifth hypothesis testing states that organizational citizenship behavior has a positive and significant effect on employee performance. The better the organizational citizenship behavior owned by the employees in the company then the employee performance will increase or vice the worse organizational citizenship behavior owned by employees in the company then the employee performance will decrease. The result of this research is in line with previous research that is Damaryanthi (2016), Sharif (2013) and Karavardar (2014) which show that there is a positive and significant relationship between organizational citizenship behavior toward employee performance.

The results of the sixth hypothesis test shows that transformational leadership has a negative effect on employee performance, transformational leadership has positive and significant effect on organizational citizenship behavior, and organizational citizenship behavior has positive and significant effect on employee performance. This shows that organizational citizenship behavior mediates between the influence of transformational leadership on the performance of employees in full or full mediation. The results of this study are in line with previous researches namely Vigoda (2007) and Chamariyah (2015) studies which show the result that organizational citizenship behavior mediates the influence of transformational leadership on employee performance.

The result of testing of the seventh hypothesis states that organizational commitment has positive and significant effect on employee performance, organizational commitment has positive and significant effect on organizational citizenship behavior, and organizational citizenship behavior has positive and significant effect on employee performance. This suggests that organizational citizenship behavior mediates between the influence of organizational commitment to partial mediation of employee performance. The results of this study are in line with previous research, Maulani (2015) and Nurnaningsih (2016), which showed that organizational citizenship behavior mediates the influence of organizational commitment on employee performance.

**Conclusion:**

Based on the results of research and discussion in the previous chapter it can be concluded several things as follows:
1. Transformational leadership has a negative or no effect on employee performance. This means that the worse the implementation of transformational leadership values indicated by the leadership of the company, the more declining performance of employees.

2. Organizational commitment has an effect on positive and significant to employee performance. This means that the better the values of organizational commitment applied by the company, the greater the performance of employees.

3. Transformational leadership has a positive and significant influence on organizational citizenship behavior. This means that the higher the values of transformational leadership that have been applied by the leadership of the company, the higher the organizational citizenship behavior of existing employees of the company.

4. Organizational commitment has an effect on positive and significant to organizational citizenship behavior. This means that the better the organization's commitment values applied by the company, it will increase the organizational citizenship behavior of its workers.

5. Organizational citizenship behavior has a positive and significant effect on employee performance. This means that the higher the extra role of mutual help owned by employees of the company, the higher the intention of the employee to improve its performance.

6. Organizational citizenship behavior mediates in full or full mediation the influence of transformational leadership on employee performance. This means that organizational citizenship behaviors are owned by employees able to strengthen the influence of transformational leadership style applied by the leadership of the company on employee performance.

7. Organizational citizenship behavior mediate partially or partially mediation the influence of organizational commitment to employee performance. This means that organizational citizenship behavior owned by employees is able to strengthen the influence of organizational commitment that is applied by company to employee performance.

**Suggestions that can be given based on research results are as follows:**

1. To improve the performance of employees should be transformational leadership style should be preferred by the leadership of PT. Sarana Arga Gemeh Amerta Denpasar because, based on the results of research that transformational leadership has a negative impact on employee performance. Referring to respondents 'perceptions of transformational leadership, leaders should always pay more attention to their employees' careers, encouraging employees to work in accordance with the company's vision, mission and objectives, and motivating employees to work in accordance with work procedures.

2. To improve employee performance PT. Sarana Arga Gemeh Amerta Denpasar need to lower the level of the possibility of employees to exit or move from the company because based on research results that organizational commitment have a positive and significant impact on employee performance. For example by paying more attention to the level of employee welfare through the provision of bonuses or an increase in the amount of salary employees, giving awards for business provided employees, giving more compensation in the form of rewards and job benefits.

3. Organizational citizenship behavior is proven to mediate between transformational leadership relationships and organizational commitment to employee performance, so it is advisable to employees to further enhance mutual help and pay attention to its extraneous role to the company because it can improve employee performance. This means that employees participate actively and take part in the company so that it can show how the performance of employees within the company.

4. Further research in order to consider other factors that affect employee performance such as: motivation, job satisfaction, and reward system and other mediation variables that affect the relationship between transformational leadership, organizational commitment, and employee performance. In addition, this study may also extend research orientation within the larger scope of the enterprise or the wider population.
The Effect of Transformational Leadership and Organizational Commitment to Employee Performance With Citizenship Organization (OCB) Behavior As Intervening Variables (At PT Sarana Arga Gemeh Amerta in Denpasar City)

References:


