

PERFORMANCE ANALYSIS OF GOVERNMENT EMPLOYEES: A CASE OF INDONESIAN GOVERNMENT WORKERS

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Abstract

Purpose: This study's goal is to investigate and comprehend the elements affecting worker performance at the Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia, with a focus on perceived organizational support, transactional leadership, transformational leadership, and organizational behavior.

Theoretical Framework: The theoretical framework includes ideas from organizational behavior, perceived organizational support, transactional and transformational leadership theories, and organizational citizenship behavior. It asserts that these elements interact to affect employee performance.

Design/Methodology/Approach: A questionnaire is used in the study's quantitative methodology to collect data from 200 participants. SmartPLS software is then used to analyze the data, enabling an empirical evaluation of the relationships between the identified variables.

Findings: The results of the study show that perceived organizational support, transactional leadership, and transformational leadership have a significant and positive impact on worker performance. Also revealed is how organizational citizenship behavior modifies these relationships.

Research Implications: This study advances our knowledge of how organizational behavior, perceived organizational support, and leadership styles affect employee performance in a public service organization. It emphasizes how crucial it is to take these things into account in order to improve employee performance.

Practical Implications: The study's conclusions offer managers and other leaders in the Ministry of Maritime Affairs and Fisheries useful guidance on how to effectively promote worker performance through transactional and transformational leadership approaches and cultivate a supportive organizational culture.

Social Implications: The study is important for public service organizations because the knowledge it yields could help raise employee productivity generally and raise the standard of public services.

Originality/Value: The originality of the study is found in its examination of the combined effects of transactional leadership, transformational leadership, perceived organizational support, and organizational behavior on worker performance in a particular public service context. Understanding these relationships is given a fresh perspective by recognizing the moderating function of organizational citizenship

behavior. In general, the research adds significant knowledge to the fields of organizational behavior and public administration.

Keywords: Employee Performance, Leadership Styles, Public Service Organizations, Perceived Organizational Support, Organizational Behavior

Introduction

In today's rapidly evolving global landscape, the demand for transparency and effectiveness in public services has surged, driven by an increasingly informed and discerning public. People's expectations regarding information disclosure and public service performance have grown significantly (G. Lee & Kwak, 2012; Pausin et al., 2022). However, despite these heightened expectations, persistent concerns continue to impact public service delivery in various countries, including Indonesia. Challenges such as accessibility barriers, convoluted procedural intricacies, and inconsistent service quality persist (Chung, 2012). Hierarchically controlled government public services have often been mired in inefficiency, overburdening, and subpar performance (Flynn, 2007). The imperative for its enhancement becomes even more apparent since public service efficacy is a prominent gauge of government performance (Olsen, 2015).

In response to these imperatives, the Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia has openly acknowledged its challenges in delivering public services. A telling account of these deficiencies comes from the One-Stop Integrated Service Community Satisfaction Survey Report spanning 2017 to 2020. This comprehensive report underscores the urgency of fortifying licensing regulations and modernizing infrastructure to tackle these pervasive issues effectively.

The present study is meticulously focused on evaluating the performance of the Ministry's public services, with a specific emphasis on the One-Stop Integrated Services system. While commendable advancements have been observed across various service components, including service systems, procedural mechanisms, and implementer competence, a noticeable room for improvement remains in expediting service delivery timelines.

At the heart of service performance lies the intrinsic capability of employees to meet and ideally exceed community expectations (Walumbwa et al., 2010). Employee performance is a pivotal cornerstone of organizational success, with an inherent correlation between service quality and overall institutional performance (Abdelhay et al., 2023; Lawrence et al., 2011; Newton & Norris, 2018; Tahir et al., 2023). It is worth noting that an intricate interplay of factors, including transactional leadership, organizational citizenship behavior (OCB), perceived organizational support (POS), and transformational leadership, collectively shapes employee performance outcomes (Chiang & Hsieh, 2012).

Notably, organizational citizenship behavior (OCB), characterized by discretionary actions beyond formal job requirements, is crucial in public service. OCB indicates an employee's willingness to exceed expectations and often manifests in actions that positively contribute to the organization (Sugianingrat et al., 2019). Interestingly, despite its potential, OCB among the Ministry's workforce, as indicated by attendance-related data, presents an opportunity for augmentation (Purnawan et al., 2019).

Assessment of employee performance is multifaceted, encompassing various criteria, such as the Employee Work Target assessment, the civil servants' Professionalism Index, and the Community Satisfaction Index (Pamungkas, 2016; Purnawan et al., 2019; Wiryanto, 2020). Leadership styles wield undeniable influence on performance outcomes. Transactional leadership, focusing on task clarification and reward systems, holds the potential to positively impact performance, while transformational leadership nurtures innovation and purpose-driven behavior (Jyoti & Bhau, 2015; Robbins & Judge, 2015).

Furthermore, the perceived organizational support (POS) that employees perceive within the organizational context plays a pivotal role in influencing commitment and loyalty (Eisenberger et al., 1986). Within the nexus of leadership, perceived support, and organizational citizenship behavior, this

study constructs its hypotheses to illuminate intricate relationships and potential moderating effects on employee performance.

The research gap emerges from the need to holistically scrutinize the intricate interplay between leadership styles, perceived organizational support, organizational citizenship behavior, and their collective impact on employee performance. While existing literature provides valuable insights, a comprehensive exploration of these dynamics within the specific backdrop of the Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia remains noticeably lacking. Notably, this study addresses this gap by delving deeply into the contextual intricacies of public service delivery enhancement.

The significance of filling this research gap extends beyond academic exploration. In the practical realm, this study informs policy formulations and management decisions to elevate public service quality. By shedding light on the multifaceted determinants of employee performance, this study contributes to the overarching objective of augmenting government performance and effectively meeting the ever-heightening public expectations.

Within the scope of this study, the focus lies on scrutinizing the interrelationships between leadership styles, perceived organizational support, organizational citizenship behavior, and their collective influence on employee performance within the Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia. By concentrating on this specific context, the study provides tailored insights that can potentially drive improvements in public service delivery.

To comprehensively unravel complex dynamics, the study employed a quantitative approach through a purposive sampling of 100-200 participants using a questionnaire. It investigated employee performance, organizational citizenship behavior (OCB), and leadership styles (transactional and transformational), along with perceived organizational support (POS). Performance dimensions included efficiency, knowledge, communication, decision-making, and feedback. OCB covered altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. Leadership traits encompassed contingency reward and active and passive management by exception. Transformational leadership encompassed idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. POS indicators involved contribution, employee interests, job satisfaction, gaining profits, and employee value. The study's primary goal was to enhance public service within Indonesia's Ministry of Maritime Affairs and Fisheries, utilizing SmartPLS and structural equation modeling for a comprehensive analysis. This methodological synthesis aims to provide a robust and holistic understanding of the intricate relationships, ultimately contributing to an improved comprehension of factors driving enhanced public service delivery.

In the ensuing sections, the study will delve further into the theoretical framework and research methodology that underpin this endeavor. This exploration will intricately elucidate the interconnectedness of leadership styles, perceived organizational support, organizational citizenship behavior, and employee performance within the unique contours of the Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia.

Theoretical Framework

The theoretical framework of this study draws upon key concepts from the literature to establish the relationships between various variables and their effects on employee performance. This section outlines the theoretical foundations that guide the research hypotheses and the anticipated impacts of each variable on performance.

Performance

Performance in the context of this study refers to the capacity of employees to fulfill their duties effectively and meet the expectations of the public they serve (Walumbwa et al., 2010). It includes all of the actions and conduct that help an organization achieve its objectives and improve its effectiveness and standard of work (Chughtai & Buckley, 2011; Gibson et al., 2014). Numerous factors, such as work

attitude, motivation, skill, education, leadership, and organizational culture, affect employee performance (NitiseMITO, 2018; Siagian, 2018).

Organizational Citizenship Behavior (OCB)

The term "organizational citizenship behavior" (OCB) refers to employee behavior and voluntary actions that go above and beyond the formal requirements of their jobs and enhance the effectiveness and success of the organization as a whole (Kreitner et al., 1989). According to Jha (2009) and Kreitner et al. (1989), OCB is characterized by helping coworkers, collaborating with others, and enhancing organizational procedures. Employees who participate in OCB show a dedication to the company and enhance its performance (Basu et al., 2017; Sugianingrat et al., 2019).

Perceived Organizational Support (POS)

Employees' perceptions of the organization's willingness to support and value their contributions are known as perceived organizational support (POS) (Eisenberger et al., 1986). Employees are more likely to be motivated, committed, and engaged in their work when they perceive high levels of support (Eisenberger et al., 1986). According to Eisenberger et al. (1986), POS fosters a productive psychological contract between staff members and the company that enhances performance.

Transactional Leadership

When using rewards and penalties to manage and motivate their teams, leaders who practice transactional leadership emphasize clear roles, responsibilities, and employee expectations (Robbins & Judge, 2015). As part of formal interactions with staff members, transactional leaders offer direction and performance feedback (McCleskey, 2014). By establishing specific objectives and providing concrete incentives for achieving them, transactional leadership is anticipated to have a positive impact on performance (Sedarmayanti et al., 2019).

Transformational Leadership

According to Jyoti and Bhau (2015), transformational leadership entails leaders who inspire, motivate, and foster innovation among their followers, frequently resulting in positive organizational changes and enhancements. Transformational leaders put an emphasis on personal development, question the status quo, and instill a sense of mission and commitment in their workforce (Krishnan, 2005). According to Green et al. (2013), transformational leadership is expected to improve employee performance by increasing motivation, commitment, and engagement.

Moderating Effects

Theoretical considerations also include moderating effects that further shape the relationships between variables. Organizational Citizenship Behavior (OCB) is proposed as a moderator for the relationships between transactional and transformational leadership styles and employee performance. OCB is expected to amplify the positive effects of both leadership styles on performance (Basu et al., 2017; Sugianingrat et al., 2019).

Research Hypotheses

The research hypotheses of this study are formulated based on the theoretical framework outlined above:

- 1) Transactional Leadership Effect on Performance (H1)
- 2) Transformational Leadership Effect on Performance (H2)

- 3) Perceived Organizational Support (POS) Effect on Performance (H3)
- 4) Transactional Leadership's Effect on Performance Moderated by Organizational Citizenship Behavior (OCB) (H4)
- 5) Transformational Leadership's Effect on Performance Moderated by Organizational Citizenship Behavior (OCB) (H5)
- 6) Perceived Organizational Support (POS) Effect on Performance Moderated by Organizational Citizenship Behavior (OCB) (H6)
- 7) Organizational Citizenship Behavior's (OCB) Effect on Performance (H7)

These hypotheses collectively explore the complex interplay between leadership styles, perceived organizational support, organizational citizenship behavior, and their combined impact on employee performance within the Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia.

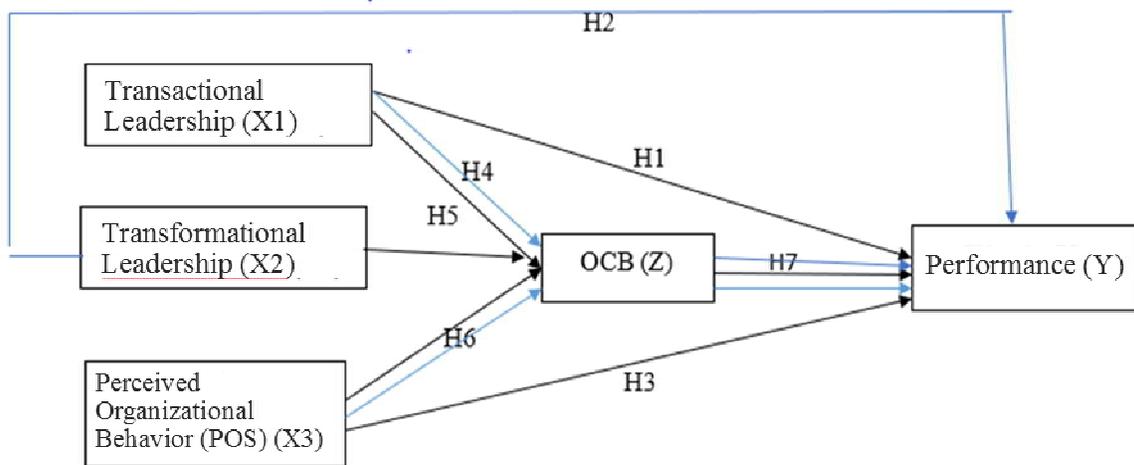


Figure 1. Conceptual Framework

The conceptual framework (Figure 1) visually represents the interconnections between the variables and the proposed research hypotheses. It serves as a guide for analyzing the relationships and predicting the potential effects on employee performance.

Methodology

The study took a quantitative approach, examining the relationships between variables using numerical data. Purposive sampling, which gave every member of the population an equal chance of being chosen as a sample, was used by the researchers to choose study participants. There were 100 to 200 participants in the sample size. A questionnaire was used to gather data containing inquiries about the study's variables.

Definitions for operations:

- 1) Performance in this study refers to employee engagement, which can have favorable and unfavorable effects on accomplishing organizational objectives. It includes an employee's actions and behaviors that support the organization's overall success and effectiveness, according to Colquitt et al. (2011).
- 2) Organizational Citizenship Behavior (OCB): OCB refers to employee actions that are voluntary and discretionary and go above and beyond the requirements of their jobs. These behaviors involve doing things not specifically stated in job descriptions but helping the organization succeed (Kreitner et al., 1989).
- 3) Leadership: In this study, "leadership" refers to someone who can motivate and inspire others. Influencing others to actively participate in initiatives to improve organizational success and efficiency is a key component of effective leadership (Yukl & Mahsud, 2010).

- 4) Transactional Leadership: Transactional leadership is a leadership stance that emphasizes official roles and duties, such as organizing, managing, and assessing team performance. When using this strategy, leaders frequently use contingent rewards and penalties to manage and motivate their teams.
- 5) Perceived Organizational Support (POS) is the term used to describe how much an employee feels their employer values and supports them. It encompasses the conviction that the business cares about the welfare of its workers and considers their interests.

The study used a quantitative research methodology and purposeful sampling to choose participants. A questionnaire was used to collect data, and the SmartPLS application used the structural equation model (SEM) methodology to analyze the data. The operational definitions clearly and precisely explained the key variables under investigation, such as performance, organizational citizenship behavior, leadership, transactional leadership, and perceived organizational support.

Table 1. Dimensions and indicators for performance variables (Isaac et al., 2017).

Study	Indicator	Remarks
(Al Ahbabi et al., 2019)	Process	I will try to complete the work quickly if required
	Knowledge acquisition	I believe when employee productivity increases, performance will increase.
	Communication Quality	I have to carry out the specified service announcements.
	decision quality	I have to pay attention to every user of the licensing service.
	Feedback	I have to give a sense of security to users of licensing services.

The dimensions and indicators for performance variables are shown in Table 1, according to the research by Isaac et al. (2017). To understand employee performance in the context of the process, knowledge acquisition, communication quality, decision quality, and feedback, Al Ahbabi et al. (2019) delves into these dimensions and indicators.

Employees are urged to prioritize finishing their work as quickly as possible in the “Process” dimension. This focus on effectiveness and timeliness reflects how crucial it is to complete tasks and meet deadlines. The study emphasizes the potential effects of completing tasks quickly on overall performance while recognizing the importance of streamlining processes. Organizations strive to increase productivity and produce better results by concentrating on process-oriented improvements.

Employees in “Knowledge Acquisition” show that they believe employee productivity and overall performance are positively correlated. This shows that knowledge is valued as a resource that can help with better performance. Organizations that promote ongoing learning and knowledge sharing will likely see improved performance levels due to better employee capabilities.

The “Communication Quality” dimension emphasizes the importance of particular service announcements. Achieving organizational goals and maintaining open, efficient operations depend on effective communication. Organizations that prioritize effective communication enable the smooth flow of information, which can improve employee coordination and understanding and boost productivity.

When providing each user with the licensing service, “Decision Quality” refers to the level of care that must be taken. It is clear how important decision-making is to organizational performance, and this indicator emphasizes how crucial it is to use caution and good judgment when addressing the needs and

requirements of users. Organizations can increase operational effectiveness and customer satisfaction by making well-informed decisions, resulting in better performance outcomes.

The need to give licensing service users a sense of security is underlined by the dimension of “Feedback.” Feedback is key to improving employee performance because it offers insightful analysis and helpful criticism for future improvement. Organizations can promote a culture of continuous improvement that results in higher performance levels by integrating feedback mechanisms and guaranteeing users’ satisfaction and trust.

The dimensions and indicators in Table 1 provide insightful information on several facets of employee performance. Organizations can implement strategies to optimize performance and accomplish their objectives by comprehending and concentrating on these factors.

Table 2. Dimensions and indicators for the OCB (Pradhan & Mishra, 2020)

Study	Indicator	Remarks
(Piatak & Holt, 2020)	<i>Altruism</i>	I will help colleagues who have a heavier workload.
	<i>civic virtue</i>	I am ready to work beyond the set time, according to my ability.
	<i>Conscientiousness</i>	I carry out my work tasks carefully.
	<i>Courtesy</i>	I volunteer to help new employees adjust to work.
	<i>Sportsmanship</i>	I try my best to assist work colleagues with the completion of work.

Based on the research by Pradhan & Mishra (2020), Table 2 lists the dimensions and indicators for organizational citizenship behavior (OCB). These dimensions and indicators are explored in the study of Piatak & Holt (2020) to comprehend the various OCB aspects within the organizational context.

The willingness of employees to assist their coworkers who might have a heavier workload is referred to as “Altruism” in the first dimension. This metric demonstrates the selflessness of workers who go above and beyond to help and support one another. Altruistic behavior promotes teamwork and camaraderie, which improves employee collaboration and fosters a positive work environment.

The second OCB dimension, “Civic Virtue,” refers to an employee’s willingness to stay later than scheduled. This indicator shows a sense of obligation and commitment to the organization’s mission and goals. Employees who uphold civic virtue are loyal to the company and willing to put forth extra effort when necessary, demonstrating their dedication and commitment.

The third dimension, “Conscientiousness,” concerns how carefully and diligently employees carry out their job-related duties. This indicator emphasizes how crucial accuracy and precision are when finishing tasks. Conscientious employees take pride in their work and pursue excellence, improving productivity and overall organizational performance.

The fourth dimension of OCB, “Courtesy,” entails employees offering to assist new coworkers in acclimating to their workplace. This conduct promotes a friendly and encouraging culture within the company, ensuring new hires feel valued and inspired to fit into the team easily. Courtesy improves employee morale and engagement while fostering a positive work environment.

The fifth dimension, “Sportsmanship,” measures how willing employees are to assist their coworkers in completing tasks at work. This indicator highlights the collaborative spirit of teamwork and cooperation among employees, who support one another to accomplish shared objectives. Good sportsmanship boosts output and promotes a sense of community within the workplace.

The variables that makeup Organizational Citizenship Behavior (OCB) are clarified by the dimensions and indicators listed in Table 2. OCB includes a variety of admirable traits exhibited by staff members, including helping others, going above and beyond the call of duty, being meticulous in one's work, offering assistance to new coworkers, and cooperating with colleagues. Organizations can develop a culture that fosters collaboration, dedication, and a commitment to overall excellence by recognizing and promoting these aspects of OCB, which will ultimately improve organizational performance and success.

Table 3. Dimensions and indicators for leadership variables (Robbins & Judge, 2015)

Study	Indicator	Remarks
(Robbins & Judge, 2015)	Contingency Reward	My boss immediately rewards me when I achieve the goals set by the company
	Active Management by Exception	My direct supervisor always pays attention to the work given.
	Passive Management by Exception	My direct supervisor always assists with work.
(Alrowwad et al., 2020)	Task Performance	My supervisor immediately gives his attention if the problem is to be solved.
	Contextual Performance	My supervisor immediately supports my hard work.

Based on research by Robbins & Judge (2015) and Alrowwad et al. (2020), Table 3 presents the dimensions and indicators for leadership variables. The indicators in this table are meant to evaluate various facets of leadership in an organizational setting.

Based on research by Robbins & Judge (2015), the first set of indicators focuses on the leadership qualities known as "Contingency Reward," "Active Management by Exception," and "Passive Management by Exception."

"Contingency Reward" refers to workers' perceptions of getting rewards right away from their managers when they meet company objectives. This indicator shows a leadership approach that strongly emphasizes rewarding and recognizing employees' successful performance, which can positively affect engagement and motivation.

Employee perception of their direct supervisor paying close attention to their assigned work is called "active management by exception." This indicator highlights a proactive leadership style in which managers actively supervise and take action when problems arise to stop issues or veer off the intended course.

However, "Passive Management by Exception" reflects the belief of staff members that they receive support from their immediate supervisor when needed. This signal might point to a more reactive leadership style, where managers offer support when staff members ask for it or run into problems.

The second set of indicators includes "Task Performance" and "Contextual Performance," and they are taken from the study by Alrowwad et al. (2020).

When a problem needs to be solved, employees feel that their supervisor gives them immediate attention, referred to as "task performance." This indicator highlights how crucial it is for managers to be accommodating and supportive when their staff faces difficulties. This encourages better task execution and problem-solving.

Employees' perceptions of their supervisors' prompt support for their diligent work are reflected in "Contextual Performance." This indicator includes efforts made by staff members to positively impact the larger organizational context outside of their responsibilities as formal employees, such as helping out coworkers or volunteering for extra tasks.

Table 3 lists various characteristics and measures of leadership behavior. The indicators capture a variety of leadership traits, such as rewarding employees for their performance, managing work proactively, offering assistance when needed, assisting with problem-solving efforts, and supporting employees'

efforts outside of their core job duties. These leadership traits significantly impact how motivated employees are, how satisfied they are at work, and how well the organization performs. A productive workplace that encourages employee engagement and productivity depends heavily on effective leadership.

Table 4. Dimensions and Indicators for the Transactional Leadership(Robbins & Judge, 2015)

Study	Indicator	Remarks
(Robbins & Judge, 2015)	Contingency Reward	My boss immediately rewards me when I achieve the goals set by the company
	Active Management by Exception	My direct supervisor always pays attention to the work given.
	Passive Management by Exception	My direct supervisor always assists with work.
(Alrowwad et al., 2020)	Task Performance	My supervisor immediately gives his attention if the problem is to be solved.
	Contextual Performance	My supervisor immediately supports my hard work.

Based on studies by Robbins & Judge (2015) and Alrowwad et al. (2020), Table 4 lists the attributes and measures of transactional leadership. A leadership approach known as “transactional leadership” emphasizes formal interactions between leaders and followers, emphasizing rewards and penalties to motivate and direct employee behavior.

The first group of indicators is made up of “Contingency Reward,” “Active Management by Exception,” and “Passive Management by Exception,” according to the study by Robbins & Judge (2015).

When employees believe they receive an immediate reward from their boss after meeting company objectives, this is called a “Contingency Reward.” This indicator depicts a transactional leadership style in which managers use incentives like bonuses or praise to reinforce desired behavior and promote goal achievement.

“Active Management by Exception” refers to the idea that employees believe their direct supervisor actively monitors for deviations or errors from the work they are assigned and always pays close attention to it. This indicator shows that leaders proactively find and fix issues or outliers in work performance.

On the other hand, “Passive Management by Exception” suggests that staff members believe their immediate supervisors always help out when it comes to work. This signal points to a more reactive leadership approach, in which managers only step in when problems arise or staff members ask for assistance.

Task Performance and Contextual Performance are included in the second set of indicators from the study by Alrowwad et al. (2020).

When a problem needs to be solved, employees feel that their supervisor gives immediate attention, which is reflected in “Task Performance.” This indicator is consistent with the transactional leadership style, where managers are expected to react quickly and offer guidance when workers face difficulties carrying out their duties.

Employees’ perceptions of their supervisors’ prompt support for their diligent work are called “contextual performance.” This indicator highlights the manager’s responsibility for supporting staff members who go above and beyond the requirements of their jobs to contribute to the larger organizational context positively.

A leadership style based on formal exchanges between leaders and followers is called transactional leadership, and Table 4 lists its dimensions and indicators. The indicators draw attention to actions like rewarding goal attainment, checking for deviations, offering assistance when required, and recognizing and valuing employees’ contextual contributions. Although rewards and clear expectations can motivate

workers, transactional leadership may be less effective than transformational leadership at fostering creativity and innovation. Depending on the organizational context and the needs of the employees, effective leadership frequently involves a combination of various leadership philosophies.

Table 5. Dimensions and indicators for Transformational Leadership (Nilwala et al., 2017)

Study	Indicator	Remarks
(Nilwala et al., 2017)	Idealized Influence	My supervisor immediately helps me in solving problems at work.
	Inspirational Motivation	My supervisor can be trusted by me and the team members I lead.
	Intellectual Stimulation	My supervisor immediately builds confidence to help me and my team achieve goals.
	Individualized Consideration	My supervisor can immediately solve problems for me in a new way.
(Pasha et al., 2017)	Idealized attributes	My supervisor emphasizes the importance of achieving the mission collectively.

Based on the studies by Nilwala et al. (2017) and Pasha et al. (2017), Table 5 presents the dimensions and indicators for transformational leadership. The hallmark of transformational leadership is inspiring and motivating followers to achieve extraordinary results and personal development.

The study by Nilwala et al. (2017) includes “Idealized Influence,” “Inspirational Motivation,” “Intellectual Stimulation,” and “Individualized Consideration” as part of the first set of indicators.

“Idealized Influence” refers to the notion held by staff members that their managers support them in resolving issues at work right away. This indicator demonstrates transformational leadership behavior, which includes setting a good example and encouraging followers to do the same to gain their respect and trust.

Employees who believe they can trust their supervisor and the team members they lead are said to be motivated by inspiration. This indicator shows the leader’s capacity for inspiring and motivating followers through a compelling vision and precise instructions.

“Intellectual Stimulation” refers to how staff members feel their manager instills confidence in them right away to support them and their team in achieving goals. This indicator emphasizes the importance of the leader in encouraging followers to think critically, creatively, and innovatively.

Employees who experience “Individualized Consideration” believe their manager has solved their problem quickly. This signal denotes the individualized care and assistance the leader offers to address each person’s needs and concerns.

“Idealized Attributes” comprise the second set of indicators from the study by Pasha et al. (2017).

The perception that the supervisor emphasizes the significance of completing the mission collectively is referred to as having “Idealized Attributes.” This indicator supports the transformational leadership strategy of motivating followers by highlighting common values, shared objectives, and a sense of community.

A transformational leadership style, which aims to inspire and motivate followers to achieve higher levels of performance and personal growth, is described in Table 5, along with its dimensions and indicators. The indicators show actions like setting a good example, motivating others with a compelling vision, encouraging originality and critical thought, and showing individual care and consideration. Higher levels of organizational performance are often the result of transformational leadership, which is frequently linked to increased employee commitment, engagement, and satisfaction.

Table 6. Dimensions and Indicators for POS (Jin & McDonald, 2017)

Study	Indicator	Remarks
(Rhoades & Eisenberger, 2002)	Contribution	The organization provided facilities for me to resolve licensing issues.
	Employee Interests	The organization prioritizes the interests of employees.
	Job satisfaction	The organization guarantees job satisfaction for me.
	Gaining Profits	The organization will give me an advantage if my performance is good.
	Employee Value	The organization appreciates the input given by me.

Based on Rhoades & Eisenberger (2002), Table 6 provides the dimensions and indicators for Perceived Organizational Support (POS).

Employee perceptions of how much their company values and supports them are called POS. It conveys the idea that the company values the welfare of its workers, recognizes their contributions, and puts their interests first.

The following are the indicators listed in Table 6:

- 1) Contribution: This metric measures whether employees believe their company offers resources or facilities to assist them in resolving licensing issues. It shows that the company empowers and supports staff members to carry out their duties successfully.
- 2) Employee Interests: This indicator relates to how much employees believe the company prioritizes their interests. It shows that the company considers employee needs and worries when making decisions and implementing policies.
- 3) Employees' perception of the organization's commitment to their job satisfaction. Employee commitment and engagement are higher when they feel fulfilled and content in their jobs, which this indicator indicates.
- 4) Gaining Profits: This indicator speaks to the belief of staff members that if they perform well, the company rewards them with perks or benefits. It implies that the company values and honors the contributions and accomplishments of its workers.
- 5) Employee Value: This metric reflects how much workers believe the company values their contributions. It suggests that workers feel valued and acknowledged for their contributions, fostering a positive work environment.
- 6) The Perceived Organizational Support (POS) dimensions and indicators are listed in Table 6. These metrics reflect how employees feel their employers value and support them, including giving them resources, considering their interests, ensuring job satisfaction, rewarding good work, and appreciating their contributions. POS is essential for creating a supportive workplace, raising employee engagement and morale, and boosting organizational performance.

Results and Discussion

Outer Model Analysis

To define each indicator's relation to its latent variables, the outer loading test was used to test the instrument items' validity and reliability.

Table 7. Outer loading

Instrument	Test used
Validity	Convergent Validity, AVE
Reliability	Cronbach Alpha, Composite Reliability

The outer loading analysis, a statistical technique used to evaluate the validity and reliability of the research instruments (questionnaire items) used to measure the variables in the study, is presented in Table 7 as the results. The validity and reliability metrics for each instrument are listed in the table.

Validity:

Convergent Validity: The degree of positive correlation between the items within each instrument (variable) is called convergent validity. It evaluates whether the components of a given variable are measuring the same underlying construct, in other words. The average variance extracted (AVE) value, ideally greater than 0.5, assesses each instrument's validity. A higher AVE shows that the instrument's components are well-converging and reflect the intended construct.

Reliability:

Cronbach's alpha indicates how consistently an instrument's items measure the same construct and is a measure of internal consistency. A higher Cronbach's alpha value (typically above 0.7) denotes higher instrument reliability.

Like Cronbach's alpha, composite reliability is a different indicator of internal consistency. It evaluates the instrument's overall reliability and how well its items correlate. A higher composite reliability value (typically above 0.7) denotes greater reliability, similar to Cronbach's alpha.

Interpretation: The table gives the AVE, Cronbach's alpha, and composite reliability values for each instrument (variable) in the study. Researchers use these measurements to evaluate the validity and dependability of the instruments. Higher Cronbach's alpha and composite reliability values indicate better internal consistency and reliability of the instrument, whereas a higher AVE value indicates good convergent validity.

In general, Table 7 assists researchers in evaluating the accuracy of their measurement tools, ensuring that the items accurately capture the intended constructs and yield accurate results. A test's validity and reliability must be high to reach valid conclusions and give the study's findings meaningful interpretations.

Outer loading and AVE values of each indicator in the research variables:

Table 8. Validity and Outer Loading Results of Research Instruments

Variable	Instrument Code	AVE	Outer Loading	Information
Transactional Leadership (X1)	X1.1	0.600	0.765	Valid
	X1.2		0.810	
	X1.3		0.732	
	X1.4		0.832	
	X1.5		0.762	
Transformational leadership (X2)	X2.1	0.610	0.689	Valid
	X2.2		0.770	
	X2.3		0.824	
	X2.4		0.768	
	X2.5		0.816	
Perceived Organizational Support (POS) (X3)	X3.1	0.577	0.812	Valid
	X3.2		0.772	
	X3.3		0.669	
	X3.4		0.711	
	X3.5		0.824	
Employee Performance (Y)	Y1	0.537	0.693	Valid
	Y2		0.699	
	Y3		0.712	
	Y4		0.816	
	X1.5		0.762	
Organizational Citizenship Behavior (Z)	Z1	0.600	0.717	Valid
	Z2		0.829	
	Z3		0.767	
	Z4		0.775	
	Z5		0.780	

The validity and reliability of the instrument items concerning the corresponding latent variables were evaluated based on Table 8's outer loading values and Average Variance Extracted (AVE) scores for each indicator.

The outer loading measures the strength of the association between each indicator and the corresponding latent variable (e.g., perceived organizational support, employee performance, and organizational citizenship behavior). Each indicator in this table has an outer loading value greater than 0.6, indicating a significant and strong relationship with the corresponding latent variable. This suggests that each indicator accurately reflects the construct it measures.

Average Variance Extracted (AVE): The AVE measures the variance the indicators for each latent variable have captured. It is a concurrent validity indicator. This table's AVE scores are all higher than 0.5, which is acceptable and indicates strong convergent validity. This shows that the indicators are reliable and measure the underlying construct in the manner for which they are intended.

High outer loading values in Table 8’s results show that each indicator has a strong relationship with its corresponding latent variable. The AVE scores also demonstrate the consistency and good convergence of the instrument items to measure the intended constructs. Therefore, The indicators are considered practical and trustworthy for future research analysis. The validity and reliability of the measurements used to examine transactional leadership, transformational leadership, perceived organizational support, employee performance, and organizational citizenship behavior in the context of the study are supported by these findings, which give researchers confidence in the caliber of the research instrument.

Reliability Test

TheSmartPLS softwarecan carry out 2 kinds ofreliability tests, including the Cronbach Alfa used in the measurement of the lower bound reliability and the Composite Reliability used in the measurement of actual reliability. Data yielding a Cronbach Alfa of greater than 0.6 is deemed good, while data deemed high reliability have composite reliability greater than 0.7. The instrument items in this research were deemed reliable since all the variables achieved scores of greater than 0.6 and greater than 0.7 Cronbach Alfa and composite reliability, respectively.

Table 9. Test for reliability

Variable	Cronbach Alpha	Composite Reliability
Transactional Leadership (X1)	0.833	0.838
Transformational Leadership (X2)	0.840	0.841
POS (X3)	0.815	0.820
Employee Performance (Y)	0.783	0.789
OCB (Z)	0.832	0.832

R-Square Test

The coefficient of determination (R-Square) determines the extent to which other variables influence endogenous variables. The R-Square value can be calculated through processed data conducted via the SmartPLS software.

Table 10. Coefficient of determination test

	R Square	R Square Adjusted
Performance (Y)	0.666	0.657
Organizational Behavior Citizenship	0.628	0.621

According to the results in Table 10, perceived organizational support, transactional

leadership, and transformational leadership each explain 66.6% of the variance in the performance variable (Y). Moreover, transactional leadership, transformational leadership, and perceived organizational support collectively account for 62.8% of the variance in the organizational citizenship behavior variable (Z)

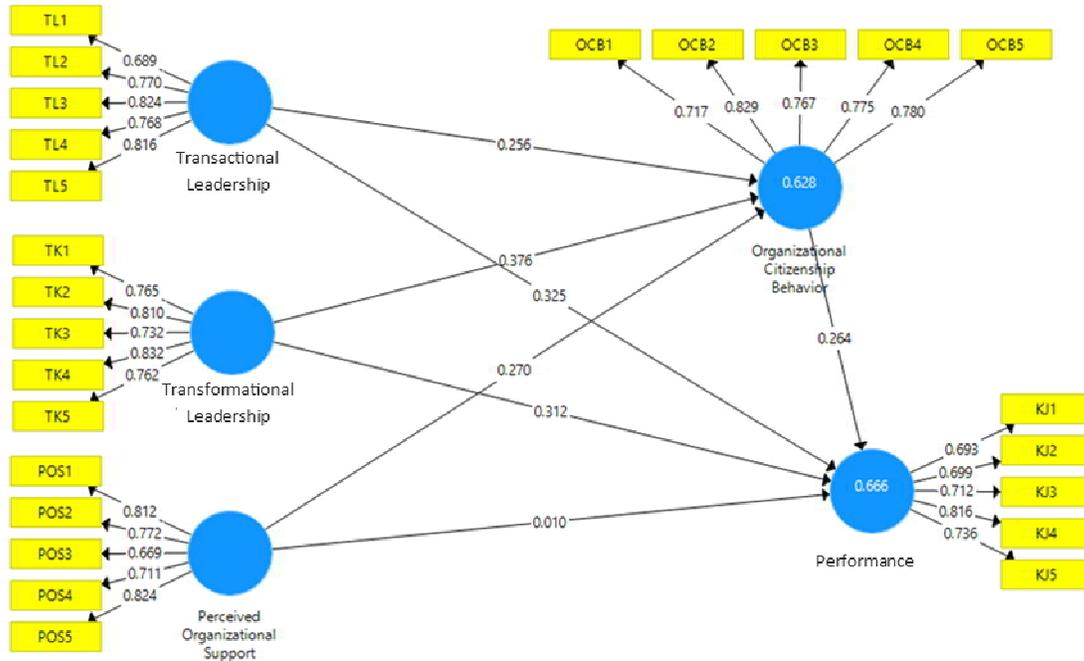


Figure 2. Hypothesis Testing Results and Statistical Significance

Table 11. Hypothesis testing

	Sample	Standard Deviation	T Statistics	P Values
Transactional Leadership → Performance	0.241	0.081	4.923	0.000
Transactional Leadership → OCB	0.327	0.052	6.278	0.001
Transformational Leadership → Performance	0.148	0.063	2.333	0.020
Transformational Leadership → OCB	0.377	0.059	6.375	0.000
OCB → Performance	0.293	0.068	4.296	0.000
POS → Performance	0.262	0.066	3.662	0.000
POS → OCB	0.199	0.066	3.962	0.000
Transactional Leadership → OCB → Performance	0.036	0.096	4.141	0.000
Transformational Leadership → OCB → Performance	0.110	0.033	3.330	0.001
POS → OCB → Performance	0.058	0.024	2.412	0.016

The study's hypothesis testing findings are shown in Table 11, which also shows the correlations between various variables and the corresponding statistical measures.

- 1) Sample: The number of participants used to test each hypothesis in the study.
- 2) The standard deviation calculates the variability or dispersion of the data points for the variables under investigation.
- 3) A measure of the strength and importance of the relationship between the independent and dependent variables is the t-statistic. A higher absolute t-statistic value indicates the strength of the relationship.
- 4) P Values: If the null hypothesis is true, the p-value indicates the likelihood of obtaining the observed results. Lower p-values (typically less than 0.05) show a statistically significant relationship between the variables.

Results of testing hypotheses:

- 1) The relationship between transactional leadership and performance is statistically significant, with a high t-statistic of 4.923 (p-value of 0.000).
- 2) With a t-statistic of 6.278 and a p-value of 0.001, the association between transactional leadership and organizational citizenship behavior (OCB) is also statistically significant.
- 3) With a t-statistic of 2.333 and a p-value of 0.020, the relationship between transformational leadership and performance is also statistically significant.
- 4) With a t-statistic of 6.375 (p-value of 0.000), the relationship between transformational leadership and OCB is statistically significant.
- 5) OCB significantly affects performance, as shown by the t-statistic of 4.296 (p-value of 0.000).
- 6) Performance (t-statistic of 3.662, p-value of 0.000) and OCB (t-statistic of 3.962, p-value of 0.000) are both significantly impacted by perceived organizational support (POS).
- 7) With p-values of 0.000, 0.001, and 0.016, respectively, the associations between Transactional Leadership - OCB - Performance, Transformational Leadership - OCB - Performance, and POS - OCB - Performance are all statistically significant.

The test results indicate that Transactional Leadership, Transformational Leadership, and Perceived Organizational Support all have significant and positive effects on employee performance, with Organizational Citizenship Behavior (OCB) moderating the effects of each. Transactional leadership focuses on formal leadership responsibilities such as organizing, overseeing, and evaluating team performance. In contrast, transformational leadership emphasizes innovation and change by leveraging strong interpersonal abilities. Perceived organizational support significantly enhances employee confidence and motivation, improving performance. Organizational Citizenship Behavior (OCB) plays a crucial role as a moderator, elevating employee commitment to the organization's objectives and overall performance improvement. These distinct leadership philosophies, the significance of perceived organizational support, and the moderating impact of OCB collectively contribute to shaping and enhancing employee performance within the organizational context.

The p-value score of 0.000 ($p < 0.05$), the t-statistic of 4.923 ($p > 1.96$), and the beta score of 0.241 are indications that Transactional Leadership significantly enhances performance. The primary focus of the transactional leadership style is on the leader's formal responsibilities as a coordinator, supervisor, and judge of team performance, all of which support routine maintenance, performance management, and group performance. Improved employee performance and job satisfaction are the results of this strategy. The research conducted by Sundi (2013), which also supports the idea that Transactional Leadership positively influences performance, is consistent with these findings.

The results demonstrate that transformational leadership has a significantly positive impact on performance, as indicated by the p-value score of 0.020 ($p < 0.05$), the t-statistic of 2.333 ($p > 1.96$), and

the beta score of 0.148. Therefore, transformational leadership exerts a substantial influence on performance. The transformational leadership model is crucial in fostering a company's effectiveness by positively influencing employees' mentality and behavior and encouraging them to embrace innovation. This leadership style produces positive outcomes and embraces change, allowing staff members the freedom to develop their interpersonal skills. These findings strongly support the theory that transformational leadership effectively boosts employee motivation, which is further corroborated by the research conducted by (Dionne et al., 2004).

Perceived organizational support, or POS, was also found to improve performance significantly. A p-value score of 0.000 ($p < 0.05$), a t-statistic of 3.662 ($p > 1.96$), and a beta score of 0.062 all indicate that POS has a positive impact on performance. The performance of employees and POS are positively correlated. A company can address and improve subpar employee performance by prioritizing employees' needs and concerns. According to research by Lynch et al. (1999), when workers feel appreciated by their employers, they are motivated to give back by delivering high-caliber work (Armeli et al., 1998; Eisenberger et al., 1990). Employees gradually acquire a sense of responsibility to improve organizational performance and realize mutual gains (Eisenberger et al., 1990).

The tests' findings show that Organizational Citizenship Behavior (OCB) can significantly reduce the performance impact of Transactional Leadership. A p-value of 0.000 ($p < 0.05$), a t-statistic of 4.141 ($p > 1.96$), and a beta score of 0.036 all support this. Employee organizational commitment is positively increased by the transactional leadership style, which emphasizes the leader's official roles as coordinator, supervisor, and assessor of team performance. Employee commitment to achieving business objectives increases with higher OCB, which motivates workers to work harder to enhance performance. This result aligns with Lee & Salleh (2009) findings, whose study focused on the positive performance-improving effects of transactional leadership when OCB moderates it.

As shown by a p-value score of 0.001 ($p < 0.05$), a t-statistic of 3.330 ($p > 1.96$), and a beta score of 0.110, the findings also show that OCB can significantly and positively moderate the effect of transformational leadership on performance. Performance is improved by transformational leadership, and the presence of OCB strengthens this effect. When used in an organization, transformational leadership has a stronger impact on employee job satisfaction. Transformative leadership will probably increase OCB within the company as job satisfaction rises, enhancing worker performance. This result is consistent with the study by Singh & Modassir (2012), which lends credence to the notion that OCB can temper the impact of transformational leadership on worker performance.

According to the test results, perceived organizational support (POS) can effectively be countered by engaging in organizational citizenship behavior (OCB), which improves performance. This conclusion is supported by a p-value of 0.016 ($p < 0.05$), a t-statistic of 2.412 ($p > 1.96$), and a beta score of 0.058. Employee performance will likely increase when they feel supported by their company, know their contributions are valued, and see that the company genuinely cares about their welfare. To support the ongoing goals of the company, encouraging employees to take on extra work can greatly improve their overall performance. The results of a study by Rhoades & Eisenberger (2002), which included a diverse sample of employees from different organizations, align with this conclusion. The study revealed that employees who feel supported by the company tend to find greater meaning and fulfillment in their work. Moreover, perceptions of organizational support serve as predictors of OCB and are positively correlated with performance, according to Wayne et al. (1997).

The results of the conducted tests further underscore that Organizational Citizenship Behavior (OCB) has a notably positive impact on performance, supported by a p-value score of 0.000 ($p < 0.05$), a t-statistic of 4.296 ($p > 1.96$), and a beta value of 0.293. The data processing findings indicate that OCB significantly

improves performance, and the study's results suggest that an employee's performance is positively correlated with their level of OCB. In addition to enhancing employee performance, OCB has the potential to increase job satisfaction. Therefore, businesses aiming for high performance should prioritize fostering a culture that encourages the development of OCB behaviors among their employees. This includes actively promoting the willingness of workers to undertake tasks beyond their job descriptions voluntarily and implementing a collective work system. This aligns with research by Shams Addin & Pour (2013), which found that OCB positively affects performance because individuals with high OCB attitudes are more likely to exert greater effort in furthering the company's objectives.

Conclusion

The study's findings, with a p-value score of 0.000 (less than 0.05), a t-statistic of 4.923 (greater than 1.96), and a beta score of 0.241, demonstrate that transactional leadership significantly and positively impacts performance. Similarly, transformational leadership and perceived organizational support (POS) also significantly and positively influence performance, supported by their respective p-value scores, t-statistics, and beta scores. Additionally, the study highlights that organizational citizenship behavior (OCB) significantly and positively moderates the relationship between transactional leadership, transformational leadership, POS, and performance, as evidenced by the corresponding p-value scores, t-statistics, and beta scores. Furthermore, the research shows that OCB significantly enhances performance, emphasizing its potential influence on organizational effectiveness. The research indicates that perceived organizational support and transactional and transformational leadership are significant predictors of employee performance, and positive organizational citizenship behavior further amplifies these effects.

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