

The Role Of Organizational Commitment In Mediating The Influence Of Transformational Leadership And Organizational Citizenship Behavior On Employee Performance

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Abstract:

The purpose of this research is to test and analyze the influence of Transformational Leadership and Organizational Citizenship behavior on Employee Performance with Organizational Commitment as a mediator. This research was conducted at the Village Credit Institution (VCI) in Distric Mengwi, Denpasar - Bali. The research was carried out using quantitative methods through path analysis. The sampling method was carried out randomly and 75 samples were found. Procedures for processing data using PLS software. The research instrument uses a questionnaire because this is a type of survey research. The research results found that Transformational Leadership had a significant positive effect on organizational commitment. Transformational leadership had a significant positive effect on performance. Organizational citizenship behavior has a significant positive effect on organizational commitment. Work commitment has a positive but not significant effect on performance. The contribution of this research to existing theories is that it is able to claim that transformational leadership has a relationship with organizational performance and commitment. The research contribution is aimed at theoretical and conceptual findings in the fields of transformational leadership, organizational citizenship behavior, employee performance, and organizational commitment.

Keywords: *Leadership, Organizational Citizenship, employee, performance, sustainable*

Date of Submission: 17-04-2024

Date of Acceptance: 27-04-2024

I. Introduction

Performance is the work result achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics (Shim et al., 2024). Decreased performance can have an impact on organizational achievements, therefore organizations must be able to pay close attention to the needs of their employees in order to perform sustainably (de la Cruz Jara et al., 2024). One of the determinants for employees to perform sustainably is a charismatic leadership style, upholding idealism, understanding employees so that leaders like this will be admired by subordinates and everyone. Leaders like this will make employees work outside of personal interests, be independent and creative because they want to provide the best service to the company and not disappoint the leaders they admire, which is one of the characteristics of transformational leadership (Jayaraman et al., 2024).

Currently, various problems occur at Village Credit Institutions, one of which is employee performance problems. Problems regarding the performance of VCI employees can be seen from the achievement of savings data for VCI's in the Mengwi District area as shown in Table 1. Table 1 shows consolidated savings data from all VCIs in Mengwi Badung sub-district. The following table shows that during the 2019-2023 period, the savings achieved by all VCIs in Mengwi tended to increase, but the predetermined target was never achieved. Management needs to pay attention to what factors influence the employee's performance to decline, resulting in the realization target never being achieved (Shim et al., 2024). Based on the interview results, the decline in employee performance was caused by the leadership implemented in the company, organizational behavior for each employee in the company and the lack of commitment to employees at work which had an impact on employee performance (Jayaraman et al., 2024; Nuryanto et al., 2024).

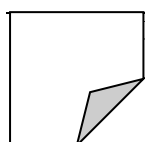


Table 1. Consolidated Savings Data in VCI Mengwi District

No	Year	Target (IDR)	Realization (IDR)	Difference (IDR)	%
1	2019	5,000,000,000	4,512,125,000	487,875,000	90.24%
2	2020	10,000,000,000	6,367,567,000	3,632,433,000	63.67%
3	2021	15,000,000,000	7,568,987,000	7,431,013,000	50.45%
4	2022	20,000,000,000	8,234,543,567	11,765,456,433	41.17%
5	2023	25,000,000,000	8,678,789,689	16,321,210,311	34.71%
Average					56.04 %

Source: VCI Mengwi District, (2024)

One of the determinants for employees to perform sustainably is a charismatic leadership style, upholding idealism, understanding employees so that leaders like this will be admired by subordinates and everyone (Niu & Sun, 2024). Leaders like this will make employees work outside of personal interests, be independent and creative because they want to provide the best service to the company and not disappoint the leaders they admire, which is one of the characteristics of transformational leadership (Laksmi, Putra, et al., 2023).

In this research the author limits the issue of leadership style only to transformational leadership style as in research Gambhir et al., (2024) which explains that there is a positive influence of transformational leadership on employee performance, this can be caused by four components in transformational leadership, namely Idealized Influence, meaning the employees have strong self-confidence and uphold the company's values, meaning strong self-confidence, always upholding the values that they uphold. Individualized Consideration, means that leaders try to recognize employees' abilities and always provide employees with enthusiasm for learning (Sara et al., 2023). Inspirational Motivation, means that leaders should always provide inspiration and motivation so that employees achieve things they have never done or imagined. Intellectual Stimulation, means that leaders always provide stimulus to see new perspectives. Likewise, what is said Buonomo et al. (2020) is that the readiness of leaders is always required for the company to survive, so that leaders and subordinates have a close relationship, transformational leadership used by company managers will have an important role in the company, transformational leadership will lead to closer relationships with subordinates. Several studies have conducted research on employee performance. Saputra (2018) examine the influence of transformational leadership on employee performance. The research results show that transformational leadership has a positive effect on sustainable employee performance. The research also found that more than half of sustainable employee performance is mediated by organizational citizenship behavior. However, the results of this research are different from research Niu and Sun (2024) which states that transformational leadership style does not have a significant effect on employee performance.

In the organizational behavior literature, it is stated that organizational citizenship behavior is a valuable managerial tool for organizations, having a positive effect on individual, group and organizational performance if managed correctly. Furthermore, Almaqableha and Omarb (2024) reveals that organizational citizenship behavior is extra behavior from a person that is beneficial for the organization. Therefore, organizational citizenship behavior is known to increase the effectiveness, efficiency and performance of an organization. However, these results are different from research from Ranihusna (2024) which states that organizational citizenship behavior has no effect on employee performance.

Apart from that, the Village Credit Institution in Mengwi District, Badung must be able to fix the problems of the various cases above by paying attention to the organizational commitment values of its employees. Qualified and professional employees must have a commitment to their organization (Laksmi & Arjawa, 2023b). Employees promise themselves to be able to advance the organization in order to achieve a common goal with the best possible performance in today's global competitive conditions, because commitment is also an individual's attachment to an organization. According to Basuki et al. (2024) commitment to an organization is a condition where an employee sides with the organization and its goals, and intends to maintain membership in the organization. By having a high commitment to an organization, it will improve the company's good performance. The research results show that there is a significant positive influence of affective organizational commitment and sustainable organizational commitment on employee performance, but normative organizational commitment has no effect on employee performance (Aprilia et al., 2024). However, the results of this research are different from research Saleh et al. (2024) which states that organizational commitment has no effect on employee performance.

Related to the phenomena and differences in previous research results regarding the influence of transformational leadership and organizational citizenship behavior on performance (Laksmi, Arjawa, et al., 2023). So this research aims to fill the empty space between these research gaps, namely by highlighting the mediator variable, namely the organizational commitment variable. This research gap encourages researchers to collaborate more deeply and broadly on the relationship between these two constructs.

II. Literature Review And Hypothesis Formulation

Leader-Member Exchange Theory

Leader member exchange is characterized by a unique relationship between leaders and subordinates. Someone who is effective in leading and managing and successful in introducing change (Laksmi & Arjawa, 2023a). Leaders must have the potential to build a work environment that supports the creativity of subordinates to overcome strong competition and fluctuations in the work community (Saputra et al., 2021). Leader member exchange was developed to explain how leaders can maintain strong relationships with their subordinates through their leadership characteristics (Anggreni et al., 2023). The quality of leader member exchange has been linked to job satisfaction, organizational commitment and employee performance (Saputra & Kawisana, 2021).

Employee performance

Employee sustainable performance refers to the employee's contribution to his own sustainable development and the organization's sustainable development, and is divided into task sustainable performance and related sustainable performance (Saputra et al., 2023a). Continuous performance of tasks refers to the extent to which employees achieve their own continuous development by fulfilling their tasks (Saputra et al., 2023b). Relational sustainable development refers to the extent to which employees contribute to the ongoing development of the project organization in promoting organizational culture (Voigt & von der Oelsnitz, 2024). A number of studies have examined the relationship between transformational leadership and employee performance (Kāeidi et al., 2024).

Organizational Commitment

Several researchers reported results confirming that organizational commitment has a significant contribution to achieving organizational goals and completing work in the shortest time, least effort and least cost (Yang et al., 2022). This will motivate employees to work harder or engage deeply in their work. In addition, their research results show that the longer employees work in an organization, the more experience and competencies they will achieve (Salido-Andres et al., 2020). Thus, in turn, increasing their productivity as well as the productivity of their organization (Faqiri & Mastour, 2024).

Transformational leadership

Transformational leadership is the last approach that has been hotly discussed over the last two decades. Transformational leadership is also defined as a leadership approach that creates positive and valuable change for an organization (Sebastian, 2024). Furthermore Gonzalez-Urango et al. (2024), transformational leadership is defined as the leader's ability to change work abilities, work motivation, and work patterns and work values perceived by subordinates so that they are better able to optimize performance to achieve organizational goals (Awaale, 2024).

III. Research Hypothesis

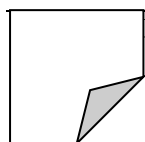
Research conducted by Zhang-Zhang (2024) succeeded in proving that transformational leadership style has a significant influence on organizational commitment through job satisfaction as an intervening variable. These results show that employees are able to use their leaders as role models in their work and carry out their responsibilities in completing the work they are assigned (Delantar et al., 2024). Transformational leadership has a significant effect on employee organizational commitment (Huang, 2024). Transformational leadership has a positive and significant relationship with organizational commitment. Based on the hypothesis development carried out, the following hypothesis can be formulated:

H₁: The influence of transformational leadership has a positive and significant effect on organizational commitment.

The research results Baneshi et al. (2024) found that organizational commitment has a positive and significant influence on organizational citizenship behavior. Employees with high organizational commitment will have a positive impact on work, by giving their best effort to carry out their duties Sara et al. (2021). Based on the hypothesis development carried out, the following hypothesis can be formulated:

H₂: The influence of organizational citizenship behavior has a positive and significant effect on organizational commitment.

Research Barattucci et al. (2024) results show that transformational leadership style has a positive and significant effect on employee performance. Ahmed et al. (2024) the results of his research suggest that transformational leadership style can influence employee performance in the organization. Because employees are actively involved, they feel increased motivation, increased confidence, a willingness to follow the philosophy, ideology, vision, and increased consequences of interesting changes, as well as having high commitment and being able to see their abilities (Saputra & Anggiriawan, 2021). Based on the hypothesis development carried out, the following hypothesis can be formulated:



H 3: The influence of transformational leadership has a positive and significant effect on employee performance.

Organizational citizenship behavior is individual behavior that is free and explicitly rewarded by a formal reward system, and overall encourages the effectiveness of organizational functioning (Gambhir et al., 2024). Therefore, many companies want their employees to have organizational citizenship behavior (Elia et al., 2024). This is also supported by research from Yang et al. (2022) which found that organizational citizenship behavior has a positive and significant effect on employee performance. Based on the hypothesis development carried out, the following hypothesis can be formulated:

H 4: The influence of organizational citizenship behavior has a positive and significant effect on employee performance.

Employees who have high organizational commitment will have a higher level of performance, because highly committed employees are willing to work hard and make the necessary sacrifices for the organization (Jayawarsa et al., 2022). Individuals will take a job, identify with the job-related role, they will become committed to doing the job and behave in accordance with the expectations of the job (Hatidja et al., 2022). This is supported by research Arshad et al. (2022); Hajar (2022); and Tran et al. (2020) which states that affective organizational commitment and sustainable commitment have a significant positive effect on employee performance. Based on the hypothesis development carried out, the following hypothesis can be formulated:

H 5: Organizational commitment has a positive and significant effect on employee performance

Organizational commitment factors can influence employee performance. Without organizational commitment, an employee tends to feel reluctant to carry out a task well regardless of their status in the organization, because of the lack of clear and firm commitment agreements (Wahyudi & Arna, 2024). Thus, transformational leadership must be carried out to create organizational commitment at work so that it will have an impact on high employee performance (Nguyen-Phuoc et al., 2024). This is supported by research Jones (2024); and Schmidt (2024) which states that there is a significant and influential influence of the transformational leadership style on employee performance through organizational commitment. Based on the hypothesis development carried out, the following hypothesis can be formulated:

H 6: Organizational commitment is able to mediate the influence of transformational leadership on employee performance.

Organizational commitment has a mediating influence on the organizational citizenship behavior variable on performance because if members in the organization have high commitment, either affectively, normatively or continuously, a positive relationship will be formed between members towards the organization where they live (Kim et al., 2019; Saputra, Subroto, et al., 2021). This will result in employees feeling tied to the company which encourages their love for the company who then volunteer to carry out behavior outside of their work responsibilities (extra roles) to take part in advancing the company where they work regardless of the level of perception of company support and company justice felt by employees (Barbosa, 2024; Zhang et al., 2024). This is supported by research Lau et al. (2021); Widarko and Anwarodin (2022); and Yin et al. (2019) which states that there is an indirect influence of organizational commitment on employee performance through organizational citizenship behavior. Based on the hypothesis development carried out, the following hypothesis can be formulated:

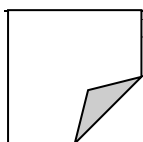
H 7: Organizational commitment is able to mediate the influence of organizational citizenship behavior on employee performance

IV. Research Method

This research is a type of comparative causal research which aims to investigate possible causal relationships that exist, looking for facts that might be the cause through certain data. The data used in this research is primary data (Atmadja et al., 2021). The location of this research was carried out at the VCI in Mengwi District, Badung. The research will be carried out in 2023.

There are four indicators of transformational leadership, namely ideal influence, providing motivation, intellectual development, and individual consideration. To measure organizational citizenship behavior, five indicators developed by Dewani and Swatantra (2024) are used, namely altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. Zhang et al. (2024) identified three indicators of organizational commitment, namely affective commitment, continuance commitment, and normative commitment. Employee performance has four indicators, namely discipline, authority and responsibility, initiative, and effectiveness and efficiency (Barbosa, 2024).

The population in this study included all VCI employees in Mengwi District, Badung, totaling 306 people. The sampling technique used in this research is a random sampling technique, namely a sampling technique where all individuals in the population, either individually or together, are given the same opportunity to be selected as sample members. The technique for determining the sample size is determined using the Proportional Stratified random sampling technique with the formula: $S = P / 1 + (P \times e^2)$ with the error rate that



we use is 10%. The target number of samples in this study is calculated as follows: $S = 306 / (306 \times 0,10^2) = 306 / 4,06 = 75$, so the number of samples used is 75 samples.

The data collection method used in this research is a survey method with a questionnaire instrument. This research uses a closed questionnaire in the form of a Likert attitude scale, in the form of questions or statements whose answers are in the form of a descriptive scale. The data analysis technique in this research uses Partial Least Square (PLS) (Hair, 2015). PLS is a Structural Equation Modeling (SEM) equation model with a variance-based approach or component-based structural equation modeling (Putri & Saputra, 2022). PLS-SEM analysis consists of two sub models, namely the measurement model or outer model which consists of validity tests and reliability tests which have been explained previously and the structural model or inner model which consists of hypothesis tests and confidence levels.

V. Results And Discussion

Based on the results of data collection and analysis of the characteristics of research respondents, they can be grouped according to gender, age, education level and length of service. Of the 75 respondents, the majority were male employees, namely 30 people or 40%, while 45 employees were female or 60%. This shows that women are the dominant gender who are employees in VCI Mengwi Badung District. Employees aged 31-40 years were 35 respondents or 46.67%. Meanwhile there were 25 respondents aged 21-30 years or 33.33%, and there were 15 respondents aged 41-50 years. This shows that the age range of 31-40 years is a fairly mature age in terms of work experience. There are 64 employees with high school education or 85.33%. There were 9 respondents with a bachelor's degree or 12%, and 2 people with a master's degree or 2.67%. This shows that the educational level of respondents who have a bachelor's degree is considered sufficient to be able to interpret the information provided by the company well. And, there were 23 respondents who had a work period of 1-5 years or 30.67%. There were 42 respondents who had a working period of 5-10 years or 56%. There were 10 respondents who had worked for 10-20 years or 13.33%.

Validity testing is carried out by conducting a bivariate correlation between each indicator score and the total construct score. A research questionnaire is said to be valid if it shows a Pearson Correlation value of more than 0.30 and is statistically significant at the 0.05 or 0.01 level. All variable research instruments have met the validity test requirements, where the total Pearson Correlation score value for each instrument is above 0.30 and has a significance value of less than 5% (0.05), so the instrument is suitable for use as a measuring tool for variables. variables studied. Meanwhile, the value of reliability is shown through the Cronbach's Alpha score, where if the score is above 0.60 then the instrument can be said to be reliable. And, the Cronbach's Alpha reliability test value for each variable is above 0.60, so it can be said that all instruments have met the reliability requirements.

Convergent validity is a criterion for measuring the validity of indicators that are reflexive. This evaluation is carried out by examining the outer loading coefficient of each indicator on the late variable. shows that there are still indicators that have an outer loading value <0.70 , so model reconstruction is carried out by removing invalid indicators. The results of calculating the outer loading value after model reconstruction show that all indicators have met the valid requirements, namely outer loading > 0.50 .

Measuring the validity of the indicators that form latent variables can also be done through Discriminant Validity by looking at the cross loading. The results of the analysis show that the construct indicator index value in each block has shown a value greater than the value of other construct indicators in the same block. The transformational leadership block shows values of 0.820, 0.956, 0.915. The organizational commitment block shows values of 0.953, 0.989, 0.969. The employee performance block shows values of 0.950, 0.906, 0.952, 0.955. The organizational citizenship behavior block shows values of 0.909, 0.916 and 0.842. This shows that the indicator is declared valid based on discriminant validity criteria. The results of data analysis also show that the composite reliability and Cronbach alpha values for each construct are greater than 0.70, the transformational leadership construct has composite reliability and Cronbach alpha values of 0.926 and 0.881. The organizational commitment construct has composite reliability and Cronbach alpha values of 0.980 and 0.969. The employee performance construct has composite reliability and Cronbach alpha values of 0.969 and 0.957. The organizational citizenship behavior construct has composite reliability and Cronbach alpha values of 0.919 and 0.868.

R-Square can show the strength and weakness of the influence caused by the dependent construct on the independent construct. R-Square can also show the strength and weakness of a research model. According to Ghazali and Lathan (2012: 85) an R-Square value of 0.67 is considered strong, an R-Square value of 0.33 is considered moderate, and an R-Square value of 0.19 is considered weak. The results of the R-Square calculation are explained in Table 2.

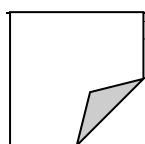


Table 2. Evaluation of Inner Structural Model

	R Square	R Square Adjusted
Employee performance	0.348	0.321
Organizational commitment	0.145	0.121

Source: Data analysis results (2024)

Table 2 shows the R-Square value of organizational commitment of 0.145, so it can be said that this model is included in the moderate criteria, meaning that the constructs of transformational leadership and organizational citizenship behavior are able to explain the construct of organizational commitment by 14.5%, the remaining 85.5% is explained by other constructs. which was not examined in this study. Meanwhile, the R-Square value of employee performance is 0.348, so it can be said that the model is included in the moderate criteria, meaning that the construct of transformational leadership, organizational citizenship behavior and organizational commitment is able to explain the construct of employee performance by 34.8%, the remaining 65.2% is explained by the construct other than the model.

Q-Square Predictive relevance is a measure of how well the observations made provide results for the research model. The Q-Square Predictive relevance value ranges from 0 (zero) to 1 (one). The closer to 0 the Q-Square Predictive relevance value gives an indication that the research model is getting worse, whereas on the contrary the further it gets away from 0 and the closer it gets to the value of 1, this means the research model is getting better. The Q-Square Predictive relevance formula is explained as follows:

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0.145)(1 - 0.348)$$

$$Q^2 = 1 - (0.855)(0.652)$$

$$Q^2 = 1 - 0.55746$$

$$Q^2 = 0.44254$$

Based on these results, Q^2 is 0.442, so it is included in the strong criteria, meaning that 44.2% of variations in endogenous constructs can be predicted by variations in exogenous constructs.

Goodness of Fit value that is closer to 0 indicates that the model is getting worse, conversely, the closer it is to 0 and the closer it is to 1, the better the model. The criteria for whether a model is strong or weak based on Goodness of Fit measurements according to Tenenhaus et.al (2004: 175) are 0.36 (GoF large), 0.25 (GoF medium), and 0.10 (GoF small).

Table 3. Evaluation of Inner Structural Model

Construct	R Square	AVE
Transformational leadership		0.808
organizational citizenship behavior		0.791
Organizational Commitment	0.145	0.942
Employee performance	0.348	0.886
Average	0.246	0.856

Source: Data analysis results (2024)

The calculation results with GoF show a value of $\sqrt{AR^2 * A.Com} = \sqrt{(0.246 * 0.856)} = \sqrt{0.210} = 0.458$, meaning that the global model is predictive in a strong (large) model.

The results of hypothesis testing found that transformational leadership had a positive effect of 0.170 on organizational commitment and this relationship was significant at the 0.05 level, because the t-statistic value was greater than 1.96, namely 2.331. Transformational leadership has a positive effect of 0.271 on employee performance and this relationship is significant at the 0.05 level, because the t-statistic value is greater than 1.96, namely 2.398. Organizational commitment has a positive effect of 0.071 on employee performance and this relationship is not significant at the 0.05 level, because the t-statistic value is smaller than 1.96, namely 1.487. Organizational citizenship behavior has a positive effect of 0.278 on organizational commitment and this relationship is significant at the 0.05 level, because the t-statistic value is greater than 1.96, namely 2.031. Organizational citizenship behavior has a positive effect of 0.392 on employee performance and this relationship is significant at the 0.05 level, because the t-statistic value is greater than 1.96, namely 2.490.

For mediation role organizational commitment to relationships organizational citizenship behavior on employee performance, shows that the indirect relationship between organizational citizenship behavior on employee performance through organizational commitment is as follows (Brent, 2024): the relationship between organizational citizenship behavior on organizational commitment is significant, likewise the relationship between organizational commitment and employee performance is not significant. On the other hand, the direct relationship between organizational citizenship behavior and employee performance without organizational commitment also shows significance, so organizational commitment is not a mediating construct between organizational citizenship behavior and employee performance (Vigoda-Gadot & Mizrahi, 2024). This means that

organizational commitment does not explain the reasons why organizational citizenship behavior influences employee performance. There are other factors that might explain this effect (Arora & Arora, 2024).

Based on the results of the research, there are several implications that emphasize the real benefits of the research results to encourage and improve employee performance in providing transformational leadership and good organizational citizenship behavior to employees at VCI Mengwi Badung District (Supardam et al., 2024). Transformational leadership and organizational citizenship behavior are very important, because they will by implication influence organizational commitment and employee performance in achieving company goals (Priliandani et al., 2020). Transformational leadership is described as a leadership style that can arouse or motivate employees, so that they can develop and achieve performance at a high level, beyond what they previously expected (Shah & Shinde, 2024). If leaders can carry out their leadership well and in accordance with the regulations applied, they will be able to increase organizational commitment to employees. As is the case with work, if the leader can provide a good example of the results of his work, the employee's commitment will also be able to run well according to the directions given by the leader (Saputra, 2021).

The results of this research are in accordance with the results of research conducted by Brent (2024); Mulianto et al. (2024); and Supardam et al. (2024) which succeeded in proving that transformational leadership style has a significant positive influence on organizational commitment. And these results are also in accordance with research conducted by Rohendi (2016); Žalėnienė and Pereira (2021) which shows that transformational leadership has a positive and significant effect on organizational commitment.

Good leadership will greatly influence the results of employee performance to achieve company goals (Schmidt, 2024). If the leader is willing to give good direction to his employees and is also willing to guide and teach something good then the employee's performance results will also increase, just as if the employee has produced good performance then the leader should be able to give appreciation to the employee in order to motivate the employee to work and further improve the results in order to maximize employee performance results Jachi and Yona (2019); Li and Patel (2019); Suoniemi et al. (2020).

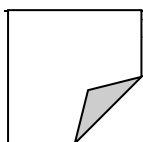
The results of this research support previous research, namely Vigoda-Gadot and Mizrahi (2024); and Zhang et al. (2024) which states that transformational leadership has a significant positive effect on employee performance. And also this research is in line with research conducted by Boskou et al. (2019); Klymenko et al. (2021); and Saputra et al. (2023b) the results of his research suggest that transformational leadership style has a positive and significant effect on employee performance.

Organizational commitment is basically the involvement and loyalty shown by employees towards their institution or institutional unit (Laksmi, Putra, et al., 2023). Regarding this loyalty, a worker will be willing to work more than what he is supposed to do. In this case, it means that if workers have high organizational commitment, this will indirectly give rise to behavior that exceeds their role (Jayaraman et al., 2024). The results of this research support research conducted Almaqableha and Omarb (2024); Aprilia et al. (2024); Niu and Sun (2024) which states that OCB has a significant positive effect on organizational commitment. And this research is also in line with research conducted by Cochrane (2020); Tagliacozzo et al. (2021); Yang et al. (2022) which found the results that organizational commitment has a positive and significant influence on organizational citizenship behavior. Employees with high organizational commitment will have a positive impact on work, by giving their best effort to carry out their duties (Basuki et al., 2024; Ranihusna, 2024).

Organizational citizenship behavior is individual behavior that is free and explicitly rewarded by a formal reward system, and overall encourages the effectiveness of organizational functioning (Kāeidi et al., 2024; Voigt & von der Oelsnitz, 2024). Therefore, many companies want their employees to have organizational citizenship behavior (Saputra et al., 2018). The results of this research are in accordance with research conducted by Faqiri and Mastour (2024); Kāeidi et al. (2024); Shim et al. (2024) which found that organizational citizenship behavior has a positive and significant effect on employee performance .

Employees who have high organizational commitment will have a higher level of performance, because highly committed employees are willing to work hard and make the necessary sacrifices for the organization (Elia et al., 2024; Nguyen-Phuoc et al., 2024). Individuals will take a job, identify with the job-related role, they will become committed to doing the job and behave in accordance with the expectations of the job (Saputra et al., 2019). The results of this research are in accordance with research conducted by Gambhir et al. (2024); Schmidt (2024); and Zhang et al. (2024) which states that organizational commitment has a significant positive effect on employee performance.

Employees who have high organizational commitment will have a higher level of performance, because highly committed employees are willing to work hard and make the necessary sacrifices for the organization (Wahyudi & Arna, 2024). Individuals will take a job, identify with the job-related role, they will become committed to doing the job and behave in accordance with the expectations of the job (Saputra et al., 2019). Based on the results of the analysis, it shows that organizational commitment is not a mediator between the influence of transformational leadership on employee performance. This can be seen from the results of the indirect effect test which shows that the results of transformational leadership on organizational commitment and employee



performance have a significant and insignificant relationship (Biesheuvel et al., 2021). This means that organizational commitment does not explain the reasons why transformational leadership influences employee performance. There are other factors that might explain this effect (Gonzalez-Urango et al., 2024). The results of this research are not in accordance with research conducted by Aprilia et al. (2024); Basuki et al. (2024); and Saleh et al. (2024) which states that there is a significant influence of transformational leadership style on employee performance through organizational commitment .

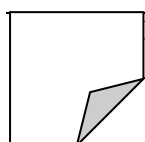
Based on the results of the analysis, it shows that organizational commitment is unable to mediate the influence of organizational citizenship behavior on employee performance (Brent, 2024). This can be seen from the results of the indirect effect test which shows that the results of organizational citizenship behavior on organizational commitment and employee performance have an insignificant relationship (Arora & Arora, 2024). This means that organizational commitment does not explain the reasons why organizational citizenship behavior influences employee performance (Barbosa, 2024). There are other factors that might explain this effect. The results of this research do not support previous research conducted by (Rohendi, 2016; Saputra, 2018; Widarko & Anwarodin, 2022) which stated that there was an indirect influence of organizational commitment on employee performance through organizational citizenship behavior (Jayawarsa et al., 2022; Tagliacozzo et al., 2021; Yang et al., 2022).

VI. Conclusion

Based on the results of the discussion, it can be concluded that Transformational Leadership has a significant positive effect on organizational commitment among VCI employees in Mengwi Badung District. This means that if transformational leadership is implemented better, organizational commitment will also increase. Transformational leadership has a significant positive effect on employee performance at VCI Mengwi Badung District. This means that if the implementation of transformational leadership provided is better and increases, employee performance will also increase. Organizational citizenship behavior has a significant positive effect on organizational commitment in the VCI of Mengwi Badung District. This means that if organizational citizenship behavior increases, organizational commitment will also increase. Organizational citizenship behavior has a significant positive effect on employee performance at VCI Mengwi Badung District. This means that if organizational citizenship behavior increases, employee performance will also increase, causing the company's goals to be achieved. Work commitment has a positive but not significant effect on employee performance at VCI Mengwi Badung District. This means that the better organizational commitment cannot improve employee performance. Organizational commitment does not mediate the influence of transformational leadership on employee performance. So organizational commitment cannot be said to be a mediating variable between transformational leadership and employee performance. This means that employee performance will increase if it is directly influenced by transformational leadership without through organizational commitment. Increasing employee performance is not influenced by increasing transformational leadership through organizational commitment. Organizational commitment does not mediate the influence of organizational citizenship behavior on employee performance. So organizational commitment cannot be said to be a mediating variable between organizational citizenship behavior and employee performance. This means that employee performance will increase if it is directly influenced by organizational citizenship behavior without going through organizational commitment. Increasing employee performance is not influenced by increasing organizational citizenship behavior through organizational commitment.

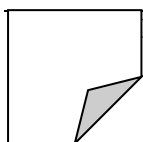
The limitations of the research indicate that the results of this research cannot be generalized to other industries, meaning that this research is only able to explain within the company, because the unique characteristics found in companies other than the Mengwi Badung District VCI can change the factors that influence employee performance. Both of these studies are descriptive, we did not manipulate antecedents like experimental research, so conclusions on the relationships between constructs in this study require further and ongoing study.

This research has investigated the mediating relationship between transformational leadership and organizational citizenship behavior on performance in the conditions prevailing in VCI Mengwi Badung District. This research was conducted to address the gap between research paradigms, and seeks to determine the mediating effect of organizational commitment on the relationship between transformational leadership and organizational citizenship behavior on employee performance. The contribution of this research to existing theories is that it is able to claim that transformational leadership has a relationship with organizational performance and commitment. The research contribution is aimed at theoretical and conceptual findings in the fields of transformational leadership, organizational citizenship behavior, employee performance, and organizational commitment. Apart from that, this research can be used as reference material for comparison and similar literature.



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