



## The Influence of Transformational Leadership and Motivation on Employee Performance: The Moderating Role of Organizational Citizenship Behavior (OCB)

**Robby Prayuda, Eka Fauzihardani\*, Yulhendri, Rino**

Universitas Negeri Padang, Indonesia

Email: [robbyprayuda05@gmail.com](mailto:robbyprayuda05@gmail.com), [ekafauzihardani@feb.unp.ac.id](mailto:ekafauzihardani@feb.unp.ac.id)\*

### **Keywords**

*Transformational Leadership; Work Motivation; Employee Performance; Organizational Citizenship Behavior (OCB); Moderating Variable*

### **Abstract**

This research seeks to examine the effect of transformational leadership and employee motivation on employee performance, with Organizational Citizenship Behavior (OCB) serving as a moderating variable within the setting of PT PLN (Persero) UP3 Mataram. Employing a descriptive causal quantitative approach, data were collected from 181 permanent employees using a systematic Likert-scale questionnaire. The analysis was conducted using Structural Equation Modeling – Partial Least Squares (SEM-PLS). The findings demonstrate that both transformational leadership and motivation positively and significantly influence employee performance. Furthermore, OCB reinforces the relationship between leadership, motivation, and effectiveness, demonstrating its critical role in shaping productive organizational behavior. The study highlights that leadership practices and employee motivation are key drivers of performance, while fostering OCB further enhances organizational outcomes. These results offer practical implications for state-owned enterprises, particularly in developing countries, emphasizing the importance of building strong leadership, encouraging intrinsic motivation, and cultivating positive organizational behaviors to achieve optimal productivity.



© 2023 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>).

## **Introduction**

Achieving organizational objectives ensures the sustainability and competitiveness of organizations in both the public and private sectors (Gandung, 2024; Nurhalizah & Oktiani, 2024). In the current era of globalization and heightened competition, organizations are required not only to survive but also to thrive by enhancing the effectiveness of their human resources (Kabul, 2024). Sustainability in competitiveness also depends on leadership practices and organizational adaptability in facing disruptive changes (Demeke et al., 2024; Handayani, 2024; Sianipar et al., 2025). High employee performance reflects the extent to which an organization successfully achieves its objectives (Annisa Kharenina Augustine et al., 2022). Performance itself is defined as

the standard and volume of work accomplished by individuals in accordance with their responsibilities and organizational standards (Firman et al., 2024). Previous studies on state-owned enterprises indicate that work motivation, compensation, and the organizational environment significantly determine employee productivity (Arfa et al., 2024; Fatah et al., 2024; Viskha et al., 2024).

In the context of state-owned enterprises such as PT PLN (Persero) Unit Pelaksana Pelayanan Pelanggan (UP3) Mataram, employee performance is a critical factor in maintaining operational efficiency and ensuring customer satisfaction. As Indonesia's primary electricity provider, PLN carries a strategic mandate to deliver reliable services nationwide (Soleha & Soeliha, 2024). However, maintaining consistent employee performance remains a challenge, influenced by both external pressures—such as regulations and infrastructure—and internal factors, including leadership style and employee motivation (Veronica Sinaga et al., 2024).

Prior evidence indicates fluctuations in employee productivity within PLN, suggesting that internal organizational factors are not being fully optimized (Baraba, 2023). Within human resource management literature, transformational leadership and work motivation are widely recognized as key determinants of individual performance (Devita Noviyanti et al., 2024; Fenny & Setyawan, 2024; Rezi Ardiansyah et al., 2024). Through vision, intellectual stimulation, and personalized attention, transformational leaders encourage subordinates to perform beyond expectations (Variyani et al., 2024). Similarly, motivated employees are more likely to demonstrate commitment, adaptability, and persistence, thereby enhancing organizational outcomes (Mirdhatillah et al., 2025). In addition, empirical evidence from educational and public organizations shows that transformational leadership significantly improves institutional performance and employee commitment (Maunah et al., 2024; Nur et al., 2021).

Despite these established links, leadership and motivation alone may not fully explain variations in employee performance (Hilton et al., 2023). Organizational Citizenship Behavior (OCB)—characterized as voluntary actions that extend beyond the formal duties specified in an employee's job description—has been increasingly recognized as a crucial factor that strengthens organizational effectiveness (McManus et al., 2025). OCB includes behaviors such as helping colleagues, showing initiative, and promoting organizational harmony, which can enhance the impact of leadership and motivation on performance (Sumiati et al., 2025). Previous research suggests that OCB can serve as a moderating variable, amplifying the positive effects of leadership and motivation on performance outcomes (Rasyid et al., 2025).

Empirical investigations that jointly examine transformational leadership, work motivation, and OCB within a single framework are still scarce, especially among state-owned enterprises in developing nations. Previous studies have largely explored these factors separately or in limited pairwise relationships, often neglecting the potential moderating influence of OCB. This leaves a significant research gap, as comprehending the dynamic interaction of these variables is crucial for organizations such as PLN, which must address complex requirements of efficiency, adaptability, and public accountability.

To bridge this research gap, this study examines the effects of transformational leadership and work motivation on employee performance, with OCB serving as a moderating variable, using PT PLN (Persero) UP3 Mataram as the focal case. Employing a descriptive causal quantitative design and conducting moderation regression analysis on survey data collected from 181 permanent employees, the research seeks to deliver both theoretical and practical contributions. From a theoretical perspective, it enriches the organizational behavior literature by integrating

leadership, motivation, and OCB into a comprehensive performance model. From a practical standpoint, it provides valuable guidance for state-owned enterprises to enhance leadership effectiveness, nurture intrinsic motivation, and promote positive Organizational Citizenship Behavior, thereby supporting sustainable performance growth.

## 2 Materials and Method

This research employed a quantitative methodology with a descriptive causal design to examine the relationships among transformational leadership, work motivation, and employee performance while assessing the moderating role of Organizational Citizenship Behavior (OCB). The study was conducted at PT PLN (Persero) UP3 Mataram, involving a total population of 181 employees across seven operational units. Given the relatively small population size, a total sampling technique was used to include all employees and ensure comprehensive analysis.

Primary data were collected through a standardized questionnaire distributed via Google Forms. The instrument measured four key constructs: transformational leadership, work motivation, employee performance, and OCB, using a five-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”).

Data analysis was performed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0. This approach was chosen for its suitability for small sample sizes and its ability to handle non-normally distributed data. The measurement model was evaluated using Composite Reliability (CR), Average Variance Extracted (AVE), and Cronbach’s Alpha to test internal consistency, convergent validity, and discriminant validity. The structural model was then analyzed through bootstrapping to assess path coefficients,  $R^2$  values, effect sizes ( $f^2$ ), and mediation effects, providing a robust foundation for examining the relationships among the study variables.

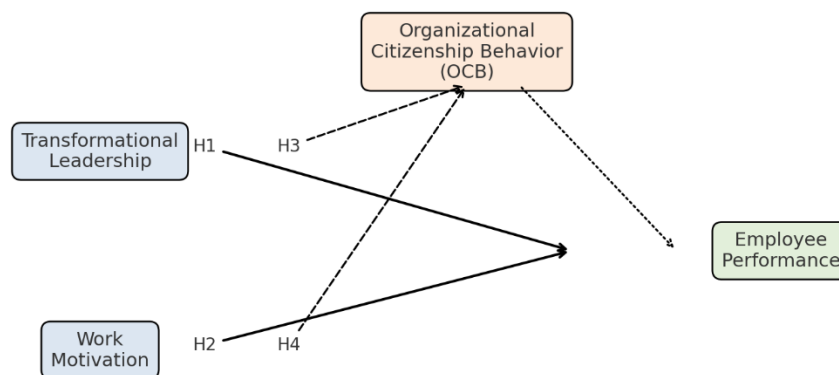


Figure 1. Conceptual Framework

## 3 Results and Discussions

The Partial Least Squares Structural Equation Modeling (PLS-SEM) method was used to analyze 181 valid replies from PT. PLN (Persero) UP3 Mataram personnel, which served as the

basis for the study's findings. Both the measurement and structural models were validated prior to hypothesis testing. With all constructs exhibiting composite reliability values over 0.87 and Average Variance Extracted (AVE) values above 0.60, the model demonstrated strong internal consistency and convergent validity. The Fornell Larcker criterion was also used to confirm discriminant validity, making sure that each construct was unique.

The majority of the indicators satisfied the necessary thresholds, according to the examination of convergent validity. For instance, with the exception of a few items that were removed because of their lower values, all indicators for the constructs of transformational leadership, motivation, employee performance, and Organizational Citizenship Behavior (OCB) showed outer loadings over 0.70. All of the model's constructs demonstrated sufficient Cronbach's Alpha (CA), Composite Reliability (CR), and AVE values after these modifications, meeting the suggested criteria.

To investigate the proposed correlations between the variables, a structural model analysis was performed. The following was shown by the hypothesis testing results: Employee performance was shown to be significantly impacted by transformational leadership, indicating that transformational leadership improves motivation and the caliber of work produced by employees. Similar results were also reported by Maunah et al. (2024), Demeke et al. (2024), Rasminingsih & Diputra (2024), and Eka, P.D. (2025) who emphasized that leadership style and organizational commitment significantly shape employee loyalty and performance outcomes.

Employee performance is greatly influenced by motivation, and better employee performance is linked to higher levels of motivation. Likewise, Firman et al. (2024), Nurhalizah & Oktiani (2024), and Mirdhatillah et al. (2025) found that motivation and discipline are consistently strong predictors of performance outcomes. Additionally, there was a substantial correlation between transformational leadership and OCB, suggesting that transformational leadership improves workers' voluntary actions beyond the call of duty.

OCB is favorably impacted by motivation, as motivated workers are more likely to demonstrate good OCB, such as lending a hand to others and taking part in extracurricular activities. These findings highlight the significance of transformational leadership and motivation in improving organizational effectiveness by confirming their beneficial effects on worker performance and OCB. This investigation validated the moderating impact of OCB. The associations between motivation and employee performance as well as transformational leadership and employee performance were both favorably moderated by OCB.

These results imply that transformational leadership and motivation have a greater effect on performance when workers participate in OCB. OCB actions, such supporting colleagues and exhibiting corporate loyalty, increase the efficiency of motivation and leadership in raising worker performance. This is further reinforced by Sumiati et al. (2025), Sianipar et al. (2025), and Rasyid et al. (2025) who demonstrated that OCB and contemporary leadership styles strengthen resilience and organizational sustainability.

The endogenous variables' R<sup>2</sup> values showed that a sizable amount of their variance can be explained by the model. These numbers point to the structural model's moderate to great explanatory power. Furthermore, all variables had Q<sup>2</sup> values greater than 0.35, suggesting that the model has predictive validity, as shown by Hair.

In the context of PT. PLN (Persero) UP3 Mataram, the study's conclusions offer a number of significant insights and contributions to our knowledge of employee performance. The findings provide credence to the idea that transformative leadership significantly improves worker

performance. This is consistent with earlier research that highlights transformational leaders' contribution to employee motivation and the development of a productive workplace. In the context of PT. PLN (Persero), leaders who inspire, provide intellectual stimulation, and care for individual needs significantly improve the performance of their subordinates. Aligned with this, Handayani (2024), Viskha et al. (2024), and Soleha & Soeliha (2024) confirmed that leadership innovation and organizational adaptation strategies are essential in maintaining long-term performance, particularly in state-owned enterprises like PLN.

The study further reinforces the notion that motivation is a crucial factor in improving employee performance. Both intrinsic and extrinsic motivation are essential for enhancing work output. Motivation is driven by factors such as recognition, job security, and career development opportunities, which, in turn, lead to better performance outcomes.

The moderating role of OCB further underscores the importance of creating a work environment where employees go beyond their formal job responsibilities. Transformational leadership and motivation not only directly affect employee performance but also amplify the effects when OCB is present. This finding is consistent with Organ, who posited that OCB behaviors positively contribute to organizational effectiveness.

From a managerial perspective, the findings suggest several strategies for improving employee performance and organizational outcomes at PT. PLN (Persero): Leadership Development: The significant impact of transformational leadership on performance highlights the need for leadership training programs that emphasize the development of inspirational and supportive leadership styles. Leaders should focus on fostering a vision, encouraging innovation, and considering individual employee needs.

Motivation Enhancement: As motivation was found to significantly influence performance, PT. PLN (Persero) should continue to implement reward and recognition systems, career development opportunities, and create a supportive work environment that encourages employee engagement and commitment.

Promoting OCB: The positive moderating effect of OCB indicates that PT. PLN (Persero) should promote behaviors such as helping colleagues, organizational loyalty, and voluntary participation in additional activities. This can be achieved by creating a culture that values and rewards such behaviors, fostering an environment where employees feel committed to the organization's success.

This study contributes to the theoretical literature by integrating OCB as a moderator in the relationships between transformational leadership, motivation, and employee performance. It extends transformational leadership theory by showing how OCB can strengthen the positive effects of leadership and motivation on performance. Additionally, this research enhances motivation theory by demonstrating the interplay between intrinsic and extrinsic motivation and performance outcomes.

In conclusion, this study demonstrates that transformational leadership and motivation have a significant positive impact on employee performance and that OCB plays a crucial role in moderating these relationships. The results provide valuable insights for management at PT. PLN (Persero) UP3 Mataram, suggesting that leadership development, motivation enhancement, and fostering OCB behaviors can significantly improve employee performance and organizational effectiveness.

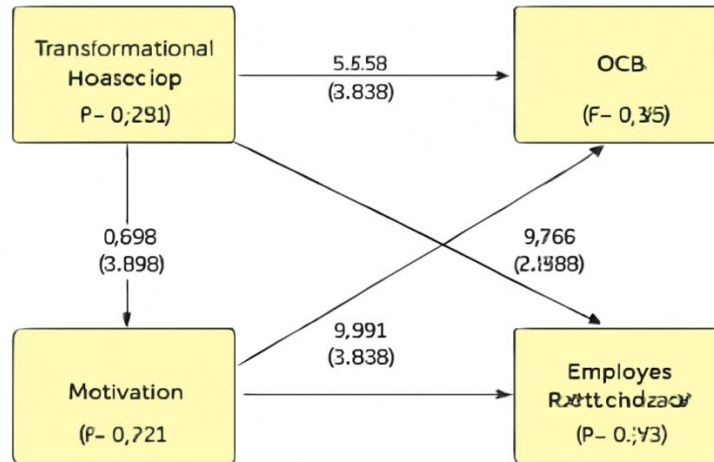


Figure 2. Structural Model Assessment (SMA)

The figure above depicts the structural model evaluated through bootstrapping in the PLS-SEM framework. It shows the directional relationships among transformational leadership, work motivation, employee performance, and Organizational Citizenship Behavior (OCB). The arrows indicate the direction of influence, and the numerical values on each path represent the strength of these relationships, with statistically significant paths clearly highlighted.

Table 1. Results of Structural Model Assessment

| Pathway                                                                 | Original (β) | Sample T Statistics | P Value | Hypothesis |
|-------------------------------------------------------------------------|--------------|---------------------|---------|------------|
| Transformational Leadership → Employee Performance                      | 0.506        | 5.338               | 0.000   | Accepted   |
| Motivation → Employee Performance                                       | 0.381        | 3.830               | 0.000   | Accepted   |
| Transformational Leadership → Organizational Citizenship Behavior (OCB) | 0.352        | 3.468               | 0.001   | Accepted   |
| Motivation → Organizational Citizenship Behavior (OCB)                  | 0.265        | 2.896               | 0.004   | Accepted   |

source: processed data (2025)

This table presents the results of hypothesis testing from the Structural Model Assessment (SMA) using the bootstrapping technique. It displays the path coefficients, T-statistics, and P-values for each hypothesized relationship in the model. All examined paths are statistically significant, thereby confirming the proposed hypotheses on the effects of transformational leadership and work motivation on both employee performance and OCB.

Table 2. R² and Q² Values

| Variable                    | R²    | Q²    | Interpretation                                          |
|-----------------------------|-------|-------|---------------------------------------------------------|
| Transformational Leadership | 0.756 | 0.461 | Strong Explanatory Power, Strong Predictive Relevance   |
| Motivation                  | 0.721 | 0.456 | Moderate Explanatory Power, Strong Predictive Relevance |

|                                           |       |       |                                                       |
|-------------------------------------------|-------|-------|-------------------------------------------------------|
| Organizational Citizenship Behavior (OCB) | 0.756 | 0.461 | Strong Explanatory Power, Strong Predictive Relevance |
|-------------------------------------------|-------|-------|-------------------------------------------------------|

source: processed data (2025)

The table presents the  $R^2$  and  $Q^2$  statistics for the model's endogenous variables. The  $R^2$  results demonstrate strong explanatory power, particularly for transformational leadership and OCB, which account for a considerable share of the variance in the dependent variables. Meanwhile, the  $Q^2$  values affirm the model's predictive relevance, indicating that it is reliable and capable of accurately forecasting future outcomes for the evaluated variables.

#### 4 Conclusion

The study found that transformational leadership and job motivation significantly improved employee performance, with Organizational Citizenship Behavior (OCB) serving as a key moderating factor that strengthened these relationships. Statistical results supported the positive influence of transformational leadership and motivation on performance, indicating that effective leadership and high motivation encourage employees to exceed formal job expectations through voluntary, supportive behaviors. These outcomes highlight the strategic importance of leadership and motivational practices in enhancing employee engagement and organizational productivity. Future research should explore longitudinal or cross-sectoral analyses to further examine how OCB develops over time and interacts with different leadership styles in diverse organizational contexts. Moreover, the author expresses deep appreciation to Dr. Eka Fauzihardani, S.E., M.Si.AK., for her patient and dedicated guidance throughout the research process. Sincere gratitude is also extended to Prof. Dr. Yulhendri, S.Pd., M.Si., and Dr. Rino, S.Pd., M.Pd., M.M., for their valuable insights, constructive feedback, and meaningful suggestions that significantly contributed to the improvement of this research.

#### 5. References

- Arfa, M. A., Chahyono, C., & Menne, F. (2024). Analisis pengaruh kepuasan kerja dan lingkungan kerja melalui motivasi kerja terhadap kinerja petugas biller PT PLN (Persero) UP3 Pinrang. *Indonesian Journal of Business and Management*, 7(1), 21–26. <https://doi.org/10.35965/jbm.v7i1.5273>
- Augustine, A. K., Sunaryo, A. C., & Firmansyah, Y. (2022). Pengaruh kepuasan kerja terhadap kinerja karyawan. *Juremi: Jurnal Riset Ekonomi*, 2(1), 147–156. <https://doi.org/10.53625/juremi.v2i1.2691>
- Baraba, S. A. A. (2023). *Analysis Of Employee Performance With Organizational Culture And Organizational Commitment Using The Pls Sem Method And The Root Cause Analysis Approach (Case Study: Cirata Generation Unit Pt Pln Nusantara Power)*.
- Demeke, G., van Engen, M., & Markos, S. (2024). Servant leadership in the healthcare literature: A systematic review. *Journal of Healthcare Leadership*, 16, 1–14. <https://doi.org/10.2147/JHL.S440160>
- Devita Noviyanti, Yulaikah, & Wandu, D. (2024). Kinerja pegawai: Faktor gaya kepemimpinan dan lingkungan kerja. *Jurnal Studia Akuntansi dan Bisnis (The Indonesian Journal of Management & Accounting)*, 12(2), 99–112. <https://doi.org/10.55171/jsab.v12i2.1310>
- Eka, P. D. (2025). Pengaruh beban kerja dan komitmen organisasi terhadap loyalitas karyawan

- pada Human Initiative Depok. *JEMSI (Jurnal Ekonomi, Manajemen, dan Akuntansi)*, 11(1), 108–119. <https://doi.org/10.35870/jemsi.v11i1.3518>
- Fatah, A. Z., Wahyuni, I., & Tulhusnah, L. (2024). Pengaruh kepemimpinan transformasional dan motivasi kerja terhadap kinerja pegawai dengan kompensasi sebagai variabel moderating pada PT PLN Unit Pelaksana Pelayanan Pelanggan (UP3) Situbondo. *Jurnal Mahasiswa Entrepreneurship (JME)*, 3(4), 758. <https://doi.org/10.36841/jme.v3i4.4917>
- Fenny, F., & Setyawan, A. (2024). Peran kepuasan kerja dalam pengaruh gaya kepemimpinan dan motivasi kerja terhadap kinerja karyawan UMKM Batam. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 8(1), 372–388. <https://doi.org/10.31955/mea.v8i1.3688>
- Firman, A., Latief, F., & Dirwan, D. (2024). Efek motivasi kerja, lingkungan kerja dan budaya organisasi terhadap kinerja pegawai. *Paradoks: Jurnal Ilmu Ekonomi*, 7(4), 425–435. <https://doi.org/10.57178/paradoks.v7i4.987>
- Gandung, M. (2024). The influence of discipline and work motivation on employee performance. *International Journal Multidisciplinary Science*, 3(1), 51–58. <https://doi.org/10.56127/ijml.v3i1.1220>
- Handayani, K. (2024). Strategi adaptif untuk mempertahankan tenaga kerja di era Society 5.0: Menghadapi tantangan cobot. *Jurnal Penelitian Multidisiplin Bangsa*, 1(3), 185–200. <https://doi.org/10.59837/jpnmb.v1i3.50>
- Hilton, S. K., Madilo, W., Awaah, F., & Arkorful, H. (2023). Dimensions of transformational leadership and organizational performance: the mediating effect of job satisfaction. *Management Research Review*, 46(1), 1–19.
- Maunah, B., Safi'i, A., & Yuhana, N. L. (2024). Intellectual stimulation of women's transformational leadership in improving institutional brand image. *Journal of Instructional and Development Researches*, 4(5), 380–390. <https://doi.org/10.53621/jider.v4i5.389>
- McManus, H., Dundon, T., & Lavelle, J. (2025). “Workin for a livin”: Mediating the role of perceived support, work engagement, and organizational citizenship behavior in the hospitality sector. *International Journal of Hospitality Management*, 126, 103983. <https://doi.org/10.1016/j.ijhm.2024.103983>
- Mirdhatillah, M., Sebayang, S. A. M., & Wahyono, T. (2025). Analisis kemampuan kerja, disiplin kerja, dan motivasi kerja terhadap kinerja pegawai pada Biro Organisasi dan Sumber Daya Manusia Badan Riset dan Inovasi Nasional. *Jurnal Penelitian Inovatif*, 5(2), 2153–2164. <https://doi.org/10.54082/jupin.1425>
- Nur, L., Disman, D., Ahman, E., Hendrayati, H., & Budiman, A. (2021). Analisis kepemimpinan transformasional. *Jurnal Ilmu Manajemen dan Bisnis*, 12(2), 185–200. <https://doi.org/10.17509/jimb.v12i2.37610>
- Nurhalizah, S., & Oktiani, N. (2024). Pengaruh motivasi dan disiplin kerja terhadap kinerja karyawan. *JIBEMA: Jurnal Ilmu Bisnis, Ekonomi, Manajemen, dan Akuntansi*, 1(3), 197–207. <https://doi.org/10.62421/jibema.v1i3.18>
- Rasminingsih, N. K. N., JS, I. P. W. D., & Diputra, I. K. S. (2024). Pengaruh kepemimpinan transformasional terhadap kinerja karyawan dengan kepuasan kerja dan organizational citizenship behavior sebagai variabel mediasi. *Ekonomis: Journal of Economics and Business*, 8(2), 1808. <https://doi.org/10.33087/ekonomis.v8i2.1665>
- Rasyid, M. Z. F., Al Faridho Awwal, M., Nashoha, M. R., & Hermawan, H. D. (2025). The influence of transformational leadership style on employee performance with organizational citizenship behavior as a moderator variable in PD. BPR KALSEL.

- International Journal of Business, Law, and Education*, 6(1), 378–383. <https://doi.org/10.56442/ijble.v6i1.1000>
- Rezi Ardiansyah, Arya Putra Pracandra, Diajeng Putri Ambar Sari, Sabrina Meisa Rahmawati, Muhammad Asrul Fajri, & Dewi Nuraini. (2024). Manajemen sumber daya manusia global dalam meningkatkan kinerja perusahaan. *Jurnal Ekonomi, Bisnis dan Manajemen*, 3(2), 42–48. <https://doi.org/10.58192/ebismen.v3i2.2129>
- Sianipar, B. H., Nabila, A. B., Jalinus, N., & Ernawati, E. (2025). Literature review transformative, servant, and digital leadership: Shaping the future of education in Indonesia. *Borneo Journal of Islamic Education*, 5(1), 131–145. <https://doi.org/10.21093/bjie.v5i1.10760>
- Soleha, M. A., & Soeliha, S. (2024). Pengaruh pelatihan kerja, komitmen, dan disiplin kerja terhadap kinerja karyawan PT PLN (Persero) Unit Layanan Pelanggan Kecamatan Asembagus Kabupaten Situbondo. *Jurnal Mahasiswa Entrepreneurship (JME)*, 3(1), 86. <https://doi.org/10.36841/jme.v3i1.4223>
- Sumiati, W., Hariri, H., Rini, R., & Sucitra, D. A. (2025). Factors influencing teacher organizational citizenship behavior: A literature review. *Lectura: Jurnal Pendidikan*, 16(1), 201–213. <https://doi.org/10.31849/lectura.v16i1.25409>
- Variani, H., Qadri, H. A., & Nellitawati, N. (2024). Pengaruh kepemimpinan transformasional terhadap pengembangan sumber daya manusia di sebuah satuan pendidikan. *Academy of Education Journal*, 15(1), 991–1000. <https://doi.org/10.47200/aoej.v15i1.2356>
- Veronica Sinaga, Z., Khalishah Fitri, N., Maura Zahra, N., Khasanah, A., Alvita Ardiningrum, N., & Larasati Mangundjaya, W. (2024). Peran kepemimpinan terhadap kesejahteraan psikologis (psychological well-being) karyawan di tempat kerja: Literatur review. *Jurnal Greenation Sosial dan Politik*, 2(3), 100–110. <https://doi.org/10.38035/jgsp.v2i3.121>
- Viskha, J., Suriani, S., & Jumarding, A. (2024). Analisis kinerja keuangan pada PT PLN (Persero) Unit Pelaksana Pelayanan Pelanggan Makassar Selatan. *Journal of Economy Business Development*, 2(1), 86–92. <https://doi.org/10.56326/jebd.v2i1.2989>