



# Open Access Indonesia Journal of Social Sciences

Journal Homepage: <https://journalsocialsciences.com/index.php/OAIJSS>

## The Influence of Transformational Leadership on Employee Performance Through Intrinsic Motivation and Organizational Citizenship Behavior as Intervening Variables: Study at the High Religious Court of Jakarta Indonesia

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### ARTICLE INFO

#### Keywords:

Employee performance  
Intrinsic motivation  
Organizational citizenship behavior (OCB)  
Transformational leadership

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All authors have reviewed and approved the final version of the manuscript.

<https://doi.org/10.37275/oaijss.v6i5.182>

### ABSTRACT

Transformational leadership is also important in creating a positive and productive work culture. Transformational leaders are able to develop strong relationships with their team members, build trust, and motivate them to achieve their best. This study aimed to determine and analyze the effect of transformational leadership (X) as an independent variable on employee performance (X2) as the dependent variable with intrinsic motivation (Z1) and organizational citizenship behavior (OCB) (Z2) as a mediating variable at the Religious High Court of Jakarta Indonesia. This research method uses a questionnaire with 100 employees of the Jakarta Religious High Court as a total sample. Variable measurement using the Likert Scale technique with a weight scale from 1 to 5. To determine the correlation between variable X to variable Y through variables Z1 and Z2 using structural equation modeling (SEM) analysis techniques and processed with the SmartPLS 3.0 program. The results of the study concluded that transformational leadership had a positive and significant effect on intrinsic motivation. Transformational leadership has a positive and significant effect on OCB. Transformational leadership has a positive and significant effect on employee performance. Intrinsic motivation has a positive and significant effect on OCB. Intrinsic motivation has a positive and significant effect on employee performance. OCB has a positive and significant effect on employee performance. Transformational leadership has a positive and significant effect on employee performance through intrinsic motivation. Transformational leadership has a positive and significant effect on employee performance through OCB. Intrinsic motivation has a positive and significant effect on employee performance through OCB.

### 1. Introduction

In an era of rapid and complex change, transformational leadership has become an urgent need for organizations that wish to face challenges and adapt to an ever-evolving environment. Transformational leadership is no longer just an option but has become a necessity for organizations to maintain their competitive advantage (Bass, 2006). Transformational leadership goes beyond traditional

concepts of leadership, which often focus on managing and maintaining the status quo. In transformational leadership, leaders have the ability to inspire, move, and fundamentally change organizations. They are able to articulate a strong vision, create passion, and form an innovative and adaptive work culture. One of the urgency of transformational leadership lies in its ability to face the challenges of rapid and unexpected change (Avolio, 2013). In the ever-evolving digital era,



organizations must be prepared to face technological changes, global competition, and increasingly high customer demands. Transformational leaders can guide organizations through these changes by inspiring and empowering their team members to adapt and innovate (Podsakoff, 1990).

In addition, transformational leadership is also important in creating a positive and productive work culture. Transformational leaders are able to develop strong relationships with their team members, build trust, and motivate them to achieve their best. In a work culture supported by transformational leadership, employees feel empowered, have space to be creative, and feel responsible for the success of the organization. Transformational leadership also has a positive impact on employee development and sustainable leadership. Transformational leaders focus on developing individual potential and facilitating the career growth of their team members. Thus, transformational leadership creates an enabling environment for the emergence of future leaders who are ready to face the challenges ahead (Judge, 2004; Wang, 2011).

The Jakarta Religious High Court, as one of the public institutions that play an important role in the justice system in Indonesia, also faces challenges in improving the performance of their employees. Therefore, this study aims to investigate the effect of transformational leadership on employee performance at the Jakarta Religious High Court by considering intrinsic motivation and civic behavior as mediating variables. Intrinsic motivation is an internal factor that encourages individuals to participate actively in their work. Citizenship behavior, on the other hand, refers to the attitudes and voluntary actions of employees that go beyond the demands of their formal duties. These two variables are considered important factors in explaining the relationship between transformational leadership and employee performance. In the context of the Jakarta Religious High Court, it is expected that the transformational

leadership implemented by their leaders will affect the intrinsic motivation of employees, which in turn will have a positive impact on their civic behavior. With strong intrinsic motivation and high citizenship behavior, it is expected that the performance of employees at the Jakarta Indonesia Religious High Court will increase. This study aimed to determine and analyze the effect of transformational leadership (X) as an independent variable on employee performance (X2) as the dependent variable with intrinsic motivation (Z1) and Organizational Citizenship Behavior (OCB) (Z2) as a mediating variable at the Jakarta Religious High Court Indonesia.

## 2. Literature Review

### Transformational leadership

Transformational leadership is a leadership approach that focuses on inspiring and moving people to reach their full potential and produce significant change in organizations. Transformational leaders are not only focused on achieving organizational goals and tasks but also encourage individual development, motivate teams, and create a strong vision. The main feature of transformational leadership is the leader's ability to inspire and influence people in a positive way. They are able to convey a clear and compelling vision and motivate people to actively participate in achieving that vision. Transformational leaders also pay attention to the needs and wants of team members and support individual development through coaching, encouragement, and providing constructive feedback (Podsakoff, 2009; Stordeur, 2011).

There are four main factors in transformational leadership, known as the "four I": (1) Inspiration: Transformational leaders inspire people by conveying compelling, uplifting visions and creating hope for a better future. (2) Intellectual stimulation: Transformational leaders stimulate and encourage creative and innovative thinking. They encourage team members to think outside the box, face challenges with new solutions, and develop a deeper understanding of



the problems at hand. (3) Individualized consideration: Transformational leaders provide individual attention to each team member. They understand individual needs, strengths, and weaknesses and help promote the personal and professional development of team members through support, coaching, and skills development. (4) Idealized influence: The transformational leader becomes the role model that team members look up to. They adhere to high moral standards, have integrity, and can be trusted. Transformational leaders build trust and respect from team members through their behavior that is consistent with their values.

Transformational leaders are able to motivate people by conveying a strong vision, thereby increasing their engagement and commitment to organizational goals. Transformational leaders encourage creative thinking, innovation, and effective problem-solving. This can improve team performance and produce better results. Transformational leaders provide individual attention to team members and help them develop their personal and professional potential. This can increase job satisfaction and the skills of team members. Transformational leaders create a culture oriented towards high values, ethics, and quality of work. They serve as role models and influence team members to adopt positive, high-performing behaviors.

### **Employee performance**

Employee performance refers to the results or work achievements achieved by an employee in carrying out their duties and responsibilities at work. This includes the extent to which employees achieve their goals, perform their duties well, produce high-quality work, and make a positive contribution to organizational success (Li, 2018).

Employee performance can be measured in various ways, depending on the goals and indicators set by the organization. Some of the commonly used metrics to measure employee performance include: (1) Productivity: Productivity refers to the amount of work

produced by an employee in a given period of time. It can be measured by the number of products produced, projects completed, or tasks completed efficiently. (2) Quality: Quality of performance involves the degree to which an employee produces high-quality work. This includes accuracy, adherence to standards or procedures, use of the best methods, and low error rates. (3) Efficiency: Efficiency shows how well an employee uses available resources to complete a task. This involves managing time, setting priorities, and using efficient techniques or tools to increase productivity. (4) Initiative and Creativity: Employee performance is also assessed based on the degree to which they show initiative in identifying and solving problems, as well as their ability to think creatively and make innovative contributions. (5) Cooperation and Communication: The ability of employees to work together in teams and communicate well also affects performance. The ability to collaborate, build good relationships, and share information effectively will improve individual and team performance.

Employee performance is influenced by various factors, including employee skills and knowledge, work environment, leadership, and motivation. Therefore, management needs to pay attention to employee development, provide sufficient resources, provide constructive feedback, and create a work culture that supports and motivates employees to achieve optimal performance. Good employee performance has important benefits for the organization, such as increased productivity, service quality, and customer satisfaction. It also has a positive impact on employee morale, retention, and company reputation. By prioritizing employee performance, organizations can achieve better competitive advantages and achieve their long-term goals.

### **Intrinsic motivation**

Intrinsic motivation refers to an internal drive that arises from one's personal satisfaction, interest, and



desire to engage in an activity. This motivation arises from within the individual without any external pressure or reward that creates the desire to perform a task or achieve a particular goal. Intrinsic motivation arises from the inner satisfaction that individuals feel when engaging in activities that they find interesting, satisfying, and meaningful. They enjoy the process itself and feel connected to the activity. Intrinsic motivation arises when individuals can fulfill basic psychological needs such as autonomy, competence, and meaningful social relationships. When individuals feel in control of their actions, feel competent in performing tasks, and feel positive relationships with others, their intrinsic motivation is strengthened. Intrinsic motivation is closely related to curiosity and a natural desire to learn and develop oneself. Individuals feel intrinsically driven to acquire new knowledge, master skills, and explore areas that interest them. Intrinsic motivation often arises when individuals feel progress, growth, and personal achievement in the activities they do. They feel motivated by challenges and opportunities to master more difficult tasks and feel a sense of satisfaction when they achieve their goals. Intrinsic motivation often arises when individuals experience a "feeling of flow" or a "flow state". It occurs when a person is fully focused and engaged in a task, where they feel immersed in the activity, lose their sense of time, and feel intrinsic satisfaction and joy. Intrinsic motivation drives creativity and innovation. When individuals feel intrinsically involved, they are more likely to think creatively, generate new ideas, and seek innovative solutions. Understanding and stimulating intrinsic motivation is important in the work environment. Organizations can facilitate intrinsic motivation by providing autonomy to employees, providing opportunities for growth and development, creating a culture that supports creativity, and linking duties and responsibilities to individual interests and intrinsic values (Bass, 1999).

### **Organizational citizenship behavior (Organizational citizenship behavior/OCB)**

Organizational citizenship behavior (OCB) refers to the voluntary and extra-role actions taken by employees within the organization that contribute to the overall effectiveness and functioning of the organization. This behavior involves actions that are not explicitly rewarded or commanded but which provide benefits to the organization and its members. OCB involves acts that do not fall within the employee's job description or contractual obligations. This behavior is voluntary and based on individual choice and initiative. OCB involves employees going beyond their core job responsibilities to engage in actions that benefit the organization, co-workers, and the work environment as a whole. Examples of OCB include helping co-workers, providing support and guidance, volunteering for additional assignments, and making suggestions for improvement. OCB reflects a willingness to help others and shows concern for the overall welfare of the organization. OCB often involves acts of kindness, cooperation, and concern for co-workers, customers, and the organization itself. OCB can occur in a variety of informal and spontaneous contexts in the workplace. This can involve actions such as providing advice, sharing knowledge, displaying a positive attitude, and maintaining a harmonious work environment. OCB has been shown to have many benefits for organizations, including increased teamwork, improved communication, increased job satisfaction, higher organizational commitment, and better overall performance. OCB helps create a positive work climate and contributes to a cooperative and supportive organizational culture. OCB can be grouped into several different dimensions. Some common dimensions include helping behavior (helping co-workers), organizational citizenship (participating in organizational activities), sportsmanship (showing a positive attitude), organizational compliance (obeying organizational rules), and individual initiative (seeking



opportunities to make a contribution proactively). Encouraging and recognizing OCB is important for organizations as it contributes to a more positive and productive work environment. To encourage OCB, organizations can create a culture that supports and rewards such behavior, strengthens positive relationships among employees, provides opportunities for employee engagement and participation, and emphasizes the importance of teamwork and cooperation (Podsakoff, 2000; Wong, 2013).

### 3. Methods

This study is quantitative research and is a type of causal research. This study deals with employee performance which is influenced by transformational leadership, intrinsic motivation, and also OCB in the Jakarta Religious High Court. This research was conducted at the Jakarta Religious High Court, which is located at Jalan Raden Inten II No. 3, Duren Sawit, East Jakarta, DKI Jakarta Province (13440). Telephone: (021) 86902313.

The variable used in this research is the independent variable (X) which is also known as the antecedent, stimulus, or predictor variable. Often also used with the term independent variable, namely a variable that influences so that there is a change or emergence of the dependent variable. The concept in this research is the influence of transformational leadership (TL) on employee performance (EP) which is mediated by intrinsic motivation (IM) and OCB at the Jakarta Religious High Court. Transformational leadership is the independent variable, then employee performance is the dependent variable, and intrinsic motivation and OCB are the mediating variables. Where X is declared as the influencing variable, Y is declared as the affected variable, and Z is the mediating variable.

This study uses SEM analysis techniques with SmartPLS software. The parameter estimates obtained using PLS can be divided into three categories. First,

weight estimation is used to produce latent variable scores; second, path estimation relates latent variables and their indicator blocks (loading); finally, location parameters and averages (regression constant values) are related to latent variables and indicators. Furthermore, hypothesis testing, where hypothesis testing can be accepted ( $H_0$  Rejected) if the significance value of variable X on variable Y  $\leq 0.05$ , where the potential for error is only 5% with the probability that the decision is correct by 95%. Furthermore, in the SmartPLS test, there is a t-value test that can also assess the significance of variable X to variable Y. Where if the t-value of a hypothesis is  $\geq 1.96$ , then the hypothesis is declared accepted, or in other words, variable X significantly influences variable Y, but vice versa. If it is smaller than this value, then the effect is not significant. The next is to assess the relationship between variable X and variable Y, and there are 2 types of relationships, namely positive and negative. Where if the Original Sample value of the construct variable relationship is positive, then this indicates the direction of influence of variable X. If it is increased, it will increase variable Y, but conversely, if it is negative, then an increase in variable X will decrease the value of variable Y.

### 4. Results and Discussion

Based on Table 1 it can be seen the results of the validity test, which explains all values loading factor greater than the critical value of 0.7. It means the statement item used in study This fulfil condition or valid.

Based on Table 2, it is stated that the results of testing the AVE value above 0.5 for all constructs contained in the research model indicate that, on average, one latent variable is able to explain more than half of the variance of the indicators.

Based on Table 3, it is evident that all indicators have a substantial correlation (greater than 0.7) with their respective constructs compared to other



constructs. Therefore, it can be concluded that this research model shows good discriminant validity.

Based on table 4 shows that the results of reliability testing by analysis of Cronbach's alpha for all constructs above 0.7 means that all constructs are reliable. Based on table 5 shows the results of reliability testing by analysis of composite reliability for all constructs above 0.7, it means that all constructs are reliable.

The results of testing the R Square value for the Employee Performance construct of 0.939 means that Employee Performance is able to explain the variance of transformational leadership, intrinsic motivation, and OCB of 93.9%. The R-value is also found in intrinsic motivation, meaning that intrinsic motivation is able to explain the Transformational Leadership variance of 67.5%. The R-value is also found in OCB, meaning that OCB is able to explain the variance of transformational leadership, intrinsic motivation of 90.7%. There are 4 F Square relationships that have a large effect category namely Transformational Leadership impact on employee performance of 0.622, intrinsic motivation of 2,079, OCB of 0.447, and last intrinsic motivation to OCB of 1,403. The intrinsic motivation impacts on employee performance of 0.221. This figure indicates the influence given is classified as medium. Furthermore, OCB's impact on Employee performance of 0.126. This figure indicates the influence given is relatively small. Calculation of Q square obtained the value of  $Q^2$  of 0.99, which means  $Q^2$  is more than 0. It can be said that the model has predictive relevance. The GoF value obtained is 0.699, so it is known that the GoF value is included in the large (high) category, which means that the research model can explain empirical data well.

It can be seen in Table 6 that the average respondent's answer is related to variables Transformational Leadership (X). It is known that the total score is 3411, then the average respondent's answer is related to the variable transformational

leadership (X), which is a number of 4.26 with a very good category.

It can be seen in Table 7 that the average respondent's answer is related to variable employee performance (Y). It is known that the total score is 1561, then the average respondent's answer is related to the variable Employee Performance (Y), which is a number of 3.90 in the good category.

It can be seen in Table 8 that the average respondent's answer is related to variables of intrinsic motivation (Z1). It is known that the total score is 1144, then the average respondent's answer is related to the variable intrinsic motivation (Z1), which is a number of 3.81 in the good category.

It can be seen in Table 9 that the average respondent's answer is related to variables OCB (Z2). It is known that the total score is 1918, then the average respondent's answer is related to the variable CB (Z2), which is 3.83 in the good category.

Based on Table 10, we can see that of the nine hypotheses tested, all hypotheses can be accepted. The accepted hypothesis is the hypothesis that transformational leadership variables affect employee performance variables, transformational leadership variables also affect intrinsic motivation variables, and OCB variables. Intrinsic motivation and OCB variables influence employee performance variables, then transformational leadership variables affect employee performance variables through intrinsic motivation variables, and OCB variables and intrinsic motivation variables affect OCB.

Transformational leadership is a leadership style that involves leaders creating significant changes and inspiring their followers to achieve extraordinary results. On the other hand, intrinsic motivation is the urge or desire that arises within the individual to carry out certain tasks or activities for personal reasons, satisfaction, interests, or values attached to these activities. Transformational leaders are able to inspire and influence followers with a strong vision, compelling values, and a commitment to a higher



purpose. This can create a deep sense of emotional involvement and trigger intrinsic motivation among followers. Transformational leaders who are able to communicate a vision clearly and convincingly can make followers feel emotionally connected to that goal, and this becomes a source of intrinsic motivation. Transformational leaders tend to pay attention to the needs and interests of individuals in teams or organizations. They create a climate that supports personal development, provides trust, and gives followers autonomy. By empowering individuals, transformational leaders help drive intrinsic motivation by enabling followers to feel in control of their work, encouraging creativity, and reinforcing a sense of competence. Transformational leaders are often able to make followers feel that their work has meaning and a significant impact. By linking daily tasks and activities to a larger purpose, these leaders can increase intrinsic motivation by creating a sense of importance and satisfaction that comes from making a meaningful contribution. Transformational leaders focus on building strong and mutually supportive interpersonal relationships with their followers. They give individual attention to team members, listen to their opinions, provide support, and provide constructive feedback. Good relationships between leaders and followers create a positive work climate, which in turn can increase intrinsic motivation through a sense of belonging, trust, and psychological satisfaction (Xie, 2019; Ilies, 2007).

Transformational leadership, or transformational leadership, has a significant influence on Organizational citizenship behavior (OCB) by stimulating the involvement of all elements of employees in organizational activities. Transformational leaders tend to use inspiration and motivation to influence employee behavior. They communicate a strong and challenging vision, encouraging employees to go beyond routine tasks and contribute more than expected. Through this inspiration, leaders can stimulate intrinsic motivation

among employees, which encourages them to be actively involved in organizational activities, including in OCB. Transformational leaders tend to empower employees by giving them autonomy, responsibility, and trust in carrying out their tasks. They encourage participation and involve all elements of employees in making decisions, setting goals, and formulating strategies. In this empowering environment, employees feel valued and have a sense of responsibility for the success of the organization. This encourages their involvement in OCB, such as helping fellow employees, making creative contributions, and sharing knowledge. Transformational leaders are usually concerned with the individual development and professional growth of employees. They provide support, mentoring, and learning opportunities for employees to develop their skills and potential. By respecting and paying attention to individual development, this leader creates a positive work climate, which motivates employees to contribute more to OCB. Transformational leaders play an important role in creating a positive and supportive organizational climate. They create a work culture based on trust, mutual respect, and teamwork. In this positive climate, employees feel comfortable, motivated, and feel valued. This encourages their involvement in OCB, such as helping colleagues, contributing to organizational improvement, and creating good relationships with customers or other external parties (Tims, 2013; Eisenbeiss, 2008).

Transformational leadership has a significant influence on employee performance or Employee Performance. Transformational leaders are able to communicate an interesting and inspiring vision to employees. They encourage employees to see a bigger and more important purpose than their daily tasks. By having a clear vision, employees become more motivated and committed to achieving extraordinary results. Transformational leaders encourage critical thinking and creativity among employees. They encourage employees to think outside conventional



boundaries, seek innovative solutions, and develop new ideas. By encouraging higher thinking and creativity, these leaders improve employee performance by helping them find new ways to accomplish tasks and challenges at hand. Transformational leaders provide trust, autonomy, and responsibility to employees. They provide opportunities for employees to take initiative, make decisions, and have some control over their work. By empowering employees, these leaders increase employees' sense of ownership and involvement in their work. This has a positive impact on performance because employees feel they have a responsibility and feel they have influence in achieving the desired results. Transformational leaders build close and

mutually supportive relationships with employees. They listen, provide constructive feedback, and provide support to employees. In this positive environment, employees feel supported and valued, which in turn increases their motivation and performance. Transformational leaders are concerned with individual development and help employees develop their potential. They provide training, mentoring, and development opportunities. By providing these resources and support, transformational leaders help employees develop the skills and knowledge needed to improve their performance (DeGroot, 2000; Grant, 2008; Wang, 2014;

Table 1. Loading factor test results.

Statement item code	Loading factor	Critical value	Information
EP1_1	0.800	0.7	Valid
EP2_1	0.742	0.7	Valid
EP3_1	0.768	0.7	Valid
EP4_1	0.756	0.7	Valid
IM1_1	0.820	0.7	Valid
IM2_1	0.762	0.7	Valid
IM3_1	0.789	0.7	Valid
OCB1_1	0.781	0.7	Valid
OCB2_1	0.741	0.7	Valid
OCB3_1	0.742	0.7	Valid
OCB4_1	0.701	0.7	Valid
OCB5_1	0.780	0.7	Valid
TL1_1	0.762	0.7	Valid
TL1_2	0.742	0.7	Valid
TL2_1	0.746	0.7	Valid
TL2_2	0.750	0.7	Valid
TL3_1	0.747	0.7	Valid
TL3_2	0.734	0.7	Valid
TL4_1	0.752	0.7	Valid
TL4_2	0.777	0.7	Valid

Table 2. Average variance extracted (AVE) test results.

Variable	(AVE) value	Critical value	Information
EP	0.588	0.5	Valid
IM	0.625	0.5	Valid
OCB	0.562	0.5	Valid
TL	0.564	0.5	Valid





Table 3. Test results cross loading.

	<b>Employee performance (AND)</b>	<b>Intrinsic motivation (Z1)</b>	<b>OCB (Z2)</b>	<b>Transformational leadership (X)</b>
EP1_1	0.800	0.693	0.716	0.724
EP2_1	0.742	0.761	0.767	0.704
EP3_1	0.768	0.625	0.688	0.720
EP4_1	0.756	0.734	0.712	0.680
IM1_1	0.764	0.820	0.760	0.684
IM2_1	0.690	0.762	0.737	0.661
IM3_1	0.726	0.789	0.708	0.603
OCB1_1	0.742	0.758	0.781	0.698
OCB2_1	0.678	0.678	0.741	0.620
OCB3_1	0.694	0.688	0.742	0.655
OCB4_1	0.658	0.633	0.701	0.609
OCB5_1	0.754	0.696	0.780	0.713
TL1_1	0.647	0.523	0.616	0.762
TL1_2	0.654	0.545	0.619	0.742
TL2_1	0.720	0.631	0.637	0.746
TL2_2	0.699	0.589	0.652	0.750
TL3_1	0.706	0.654	0.700	0.747
TL3_2	0.694	0.648	0.672	0.734
TL4_1	0.676	0.641	0.677	0.752
TL4_2	0.738	0.685	0.708	0.777

Table 4. Cronbach's alpha test results.

<b>Variable</b>	<b>Cronbach's alpha</b>	<b>Critical value</b>	<b>Information</b>
EP	0.766	0.7	Valid
IM	0.700	0.7	Valid
OCB	0.805	0.7	Valid
TL	0.890	0.7	Valid

Table 5. Composite reliability test results.

<b>Variable</b>	<b>Composite reliability</b>	<b>Critical value</b>	<b>Information</b>
EP	0.851	0.7	Valid
IM	0.833	0.7	Valid
OCB	0.865	0.7	Valid
TL	0.912	0.7	Valid



Table 6. Distribution of respondents' answers to transformational leadership (TP) variables.

No	Statement item points		Respondent answer score					Total score	Mean
			1	2	3	4	5		
1	Leaders communicate positive organizational goals	F	0	0	10	63	27	417	4.17
		%	0,00%	0,00%	10%	63%	27%		
2	Leaders encourage the development of employees	F	0	0	8	62	31	423	4.23
		%	0,00%	0,00%	8%	62%	31%		
3	Leaders foster trust among employees	F	0	0	11	42	47	436	4.36
		%	0,00%	0,00%	11%	42%	47%		
4	Leaders show respect in treating their employees	F	0	0	7	44	49	442	4.42
		%	0,00%	0,00%	7%	44%	49%		
5	Leaders always solve problems with a different perspective (way/point of view).	F	0	0	12	51	37	425	4.25
		%	0,00%	0,00%	7%	44%	49%		
6	Leaders always question the opinions of their subordinates	F	0	0	11	51	38	427	4.27
		%	0,00%	0,00%	11%	51%	38%		
7	Leaders instill pride in employees	F	0	0	11	55	34	423	4.23
		%	0,00%	0,00%	11%	55%	34%		
8	Leaders are always present at the workplace during official working hours	F	0	0	15	52	33	418	4.18
		%	0,00%	0,00%	15%	52%	33%		
<b>Amount</b>							<b>3411</b>	<b>4.26</b>	

Table 7. Distribution of respondents' answers to employee performance (EP) variable.

No	Statement item points		Respondent answer score					Total score	Mean
			1	2	3	4	5		
1	The results of the employee's work can meet the quantity determined by the work unit	F	0	1	18	66	15	395	3.95
		%	0,00%	1%	18%	66%	15%		
2	The results of the employee's work can meet the quality set by the work unit	F	0	3	24	51	22	392	3.92
		%	0,00%	3%	24%	51%	22%		
3	Employees are able to complete tasks delegated by superiors in a timely manner deadline (time target)	F	0	0	22	66	12	390	3.90
		%	0,00%	0,00%	22%	66%	12%		
4	Employees always come to work on time	F	0	1	29	55	15	384	3.84
		%	0,00%	1%	29%	55%	15%		
<b>Amount</b>							<b>1561</b>	<b>3.90</b>	



Table 8. Distribution of respondents' answers variable intrinsic motivation (IM).

No	Statement item points		Respondent answer score					Total score	Mean
			1	2	3	4	5		
1	Officers feel enthusiastic about work when they are not always supervised by their superiors	F	0	3	27	61	9	376	3.76
		%	0,00%	3%	27%	61%	9%		
2	Working in this work unit develops employee capabilities	F	0	3	27	52	18	385	3.85
		%	0,00%	3%	27%	52%	18%		
3	Employees want to have good performance in their work	F	0	2	29	53	16	383	3.83
		%	0,00%	2%	29%	53%	16%		
<b>Amount</b>							<b>1144</b>	<b>3.81</b>	

Table 9. Distribution of variable respondents answers OCB.

No	Statement item points		Respondent answer score					Total score	Mean
			1	2	3	4	5		
1	Employees are ready to provide assistance to anyone at work	F	0	4	19	64	13	386	3.86
		%	0,00%	4%	19%	64%	13%		
2	Employees do not spend time on things that are not important	F	0	2	28	58	12	380	3.80
		%	0,00%	2%	28%	58%	12%		
3	Employees always follow the changes that exist in the work unit	F	0	3	21	59	17	390	3.90
		%	0,00%	3%	21%	59%	17%		
4	Employees always remind co-workers when there is a tendency to create problems at work	F	0	2	32	56	10	374	3.74
		%	0,00%	2%	32%	56%	10%		
5	Employees take an active role in providing input related to improving the work unit organization	F	0	1	24	61	14	388	3.88
		%	0,00%	1%	24%	61%	14%		
<b>Amount</b>							<b>1918</b>	<b>3.83</b>	

Table 10. Research hypothesis test results.

Hypothesis	Original sample (O)	P-values
TL -> IM	0.822	0.000
TL -> OCB	0.359	0.000
TL -> EP	0.411	0.000
IM -> OCB	0.635	0.000
IM -> EP	0.315	0.000
OCB -> EP	0.287	0.003
TL -> IM -> EP	0.259	0.000
TL -> OCB -> EP	0.103	0.010
IM -> OCB -> EP	0.182	0.005



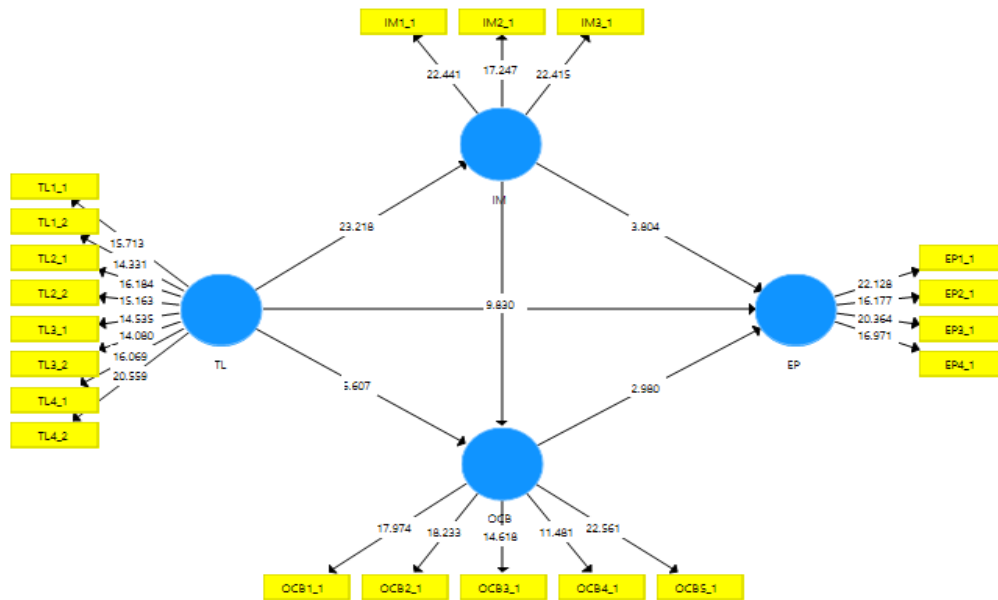


Figure 1. Test results of bootstrapping method.

## 5. Conclusion

Transformational leadership has a positive and significant effect on intrinsic motivation. Transformational leadership has a positive and significant effect on OCB. Transformational leadership has a positive and significant effect on employee performance. Intrinsic motivation has a positive and significant effect on OCB. Intrinsic motivation has a positive and significant effect on employee performance. OCB has a positive and significant effect on employee performance. Transformational leadership has a positive and significant effect on employee performance through intrinsic motivation. Transformational leadership has a positive and significant effect on employee performance through OCB. Intrinsic motivation has a positive and significant effect on employee performance through OCB. Problem-solving that can be done to improve employee performance through OCB by paying attention to intrinsic motivation factors can be by increasing employee awareness of the importance of

intrinsic motivation in improving performance and OCB in the workplace.

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