

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL COMMITMENT, AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AS A MEDIATING VARIABLE: A STUDY ON CIVIL SERVICE AT B KPSDM PIDIE REGENCY AND BKPSDM PIDIE JAYA REGENCY

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ABSTRACT

This research aimed to analyze the transformational leadership, organizational commitment, and organizational culture effect on employee performance, both directly and indirectly, through organizational citizenship behavior (OCB). Respondents were the BKPSDM employees of Pidie and Pidie Jaya Regencies, determined using a census with a total of 100 employees, while the SEM (Structural Equation Modeling) was used to test the model. The result shows that in those BKPSDMs, Transf-Leadership significantly affects OCB, Commitment significantly affects OCB, Culture significantly affects OCB, Transf-Leadership does not significantly affect performance, Commitment significantly affects performance, Culture significantly affects performance, and OCB significantly affects performance. The findings also explain that OCB is a partial mediator in the model. Thus, the results prove that the model for increasing employee performance at BKPSDM is a function of strengthening the leadership's Transf-leadership, strengthening employee commitment to the organization, an appropriate culture to support the organization, and increasing the OCB of its employees. This model becomes the premise for strengthening the theory, and becomes the basis for further theory development.

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

1. INTRODUCTION

Competition in the increasingly fierce era of globalization and rapid technological advancements demands organizations to adapt promptly to changes occurring in the business environment. The excellence or mediocrity of an organization in competition depends on how it adapts to changes and delivers performance that aligns with customer expectations. Organizations can create a competitive advantage in various ways, but fundamentally, the primary key to competitive advantage lies in the quality of human resources.

Companies are required to make accurate decisions in the era of globalization to compete in an increasingly competitive industry environment. These decisions involve all functional areas within the company. Human resources are one of the aspects that companies must pay attention to and optimize their development to achieve goals because human resources can create various innovations that can drive the company to success in the future. This applies to the Civil Service and Human Resource Development Agency (BKPSDM) of the Pidie and Pidie Jaya Districts. The BKPSDM is one of the organizations that play a role as a supporting element of the government

in carrying out governmental affairs and development in the field of personnel management and development. As a government organization, BKPSDM requires high-quality employees to ensure the smooth functioning of the organization, enabling the established vision and mission to be achieved. One factor that can determine the efficiency and effectiveness of the organization in fulfilling its functions is Transformational Leadership.

According to (Erri, Lestari, & Asymar, 2021), a leader who applies a transformational leadership style is characterized by the extent of influence exerted on their employees to change. (Purnawati, Suparta, & Yasa, 2017) state that leaders adopting a transformational leadership style can influence their subordinates to engage in Organizational Citizenship Behavior (OCB), which benefits organizational growth. (Nurluviana & Sudarma, 2020) indicated a positive relationship between transformational leadership and organizational commitment. The research findings by (MujiLestari & Ratnawati, 2023) also provide evidence supporting that the behavior of transformational leaders is significantly and positively correlated with organizational commitment. Organizational commitment is required from all human resources to ensure their ongoing support for the organization and the preservation of their membership (Robbins & Judge, 2017). Research conducted by (Nikpour, 2017) yielded results indicating that organizational culture positively impacts performance, while employee organizational commitment positively impacts performance. This study applies the theory of (Bhatti, Bhatti, Akram, Hashim, & Akram, 2016) to the organizational culture variable and the theory of (Martini, 2018) to the employee performance variable.

An industry's success is determined by the behavior of employees specified according to their job descriptions (in-role behavior) and the behavior of employees beyond their job descriptions (extra-role behavior). OCB is individual behavior that is voluntary, explicit, and receives recognition from formal reward systems, ultimately contributing to the effectiveness of organizational functions (Organ, 2015). The research by (Husniati & Pangestuti, 2018) concludes that organizations that encourage employees to go beyond their job descriptions have a proven advantage over other companies. Therefore, many companies desire their employees to exhibit OCB. (Qamarudin, Muninghar, & Riswati, 2020) argue that the benefits of OCB include enhancing work productivity. This statement is reinforced by (Setiawan & Gunawan, 2016), revealing that OCB can affect organizational performance. Several studies on the relationship between OCB and employee performance show a significant positive correlation, although research by (E. R. Lestari & Ghaby, 2018) proves otherwise. Despite inconsistent research results, the overall trend indicates a significant positive effect of OCB on employee performance.

2. LITERATURE

Transformational Leadership

Leadership is the ability to affect others to carry out a task according to their wishes willingly. In other words, leadership is the ability to command and affect others to perform a task to achieve the established goals. Transformational leadership is said to be very important in the process of improving employee performance. This can be seen when leaders have a high level of transformational attitude and qualities, as they instill positive control towards their subordinates (Sinaga, Aprilinda, & Budiman, 2021) in (Handayani, Astaivada, Aisyah, & Anshori, 2023).

The concept of transformational leadership is based on studies about charismatic leadership pioneered by Weber, who argued that the effect of charismatic leaders depends on the exceptional

qualities they possess that set them apart from others. These leaders often emerge during crises and affect others to follow them; examples of such leaders include Mahatma Gandhi, Martin Luther King, and Hitler (Harsoyo, 2022). Transformational leadership is the ability of an individual to inspire employees, accommodate a sense of importance in them, and mold them in such a way that it has a profound impact that is deeply rooted in the hearts of other employees (Nurdin & Rohendi, 2016) as cited in (Ramadhani & Indawati, 2021).

Organizational Commitment

According to (Aulia, 2021), organizational commitment is the psychological and physical attachment of employees to always wanting to engage, being loyal, and taking responsibility for performing specific tasks in a particular organization. This commitment is revealed through dimensions: affective commitment, continuance commitment, normative commitment, and indicators: Aligning oneself with the values and norms of the organization, Loyalty to the organization, Fear of losing something if leaving the organization, Difficulty in finding another job, The organization has contributed to the employee's life, The organization is a better place to work than other organizations. According to (Anggraini, 2021), organizational commitment is an attitude or behavior of individuals towards the organization, manifesting as loyalty and achieving the organization's vision, mission, and goals. Individuals can be considered to have a high commitment when they exhibit characteristics such as solid trust and acceptance towards the organization's goals and values, a strong willingness to work for the organization, and a strong inclination to remain members of the organization. In managing human resources within an organization, attention should be given to the commitment of its employees. High employee commitment significantly affects the organization's achievements. The organization will find it easier to reach its objectives and goals when its employees commit to the organization. In this study, organizational commitment will often be referred to simply as commitment.

Organizational Culture

Culture evolves within an organization over time and can also be felt in its overall contribution to organizational effectiveness. Simply put, according to Habudin (2020), organizational culture (or just mentioned as culture in this study) can be understood as how everything is done in that place. (Robbins & Judge, 2017) stated Culture is a system of shared meaning practiced by members that differentiates an organization from others. Culture indeed evolves within an organization over time and can also be felt in its overall contribution to organizational effectiveness. Simply put, according to (Habudin, 2020), culture can be understood as how everything is done in that place. Every organization has distinctive characteristics that set it apart from others, forming the identity of the organization. These distinctive features are what we call organizational culture. (Dunggio, 2020) revealed organizational culture refers to the unique relationships of norms, values, beliefs, trust, and behavior patterns that characterize how a group and individuals accomplish something. Organizational culture encompasses values that should be understood, embraced, and practiced collectively by all individuals or groups involved. In this study, organizational culture will often be referred to simply as culture.

Organizational Citizenship Behaviour (OCB)

Business leaders expect Transf-Leadership to create OCB, interpreted as extra-role

behaviors towards the company. This is evident in employees who consistently complete all tasks leaders assign well and on time. It also fosters good loyalty from employees towards the company. With the presence of Transf-Leadership factors, companies aim to positively impact job satisfaction and achieve optimal performance to create OCB (Sutanto and Setiawan, 2016). According to (D. Lestari & Ichsan, 2020), OCB is behavior based on personal willingness that is performed outside one's formal duties and is not directly or explicitly related to the reward system. OCB can contribute positively to the improvement of organizational functions. An organization can be deemed effective when its members can work collaboratively as a team. Good team performance can be observed through positive interactions among its members at the individual, group, and organizational system levels. This collaboration results in human output with low absenteeism, low employee turnover, high organizational commitment, job satisfaction, and the presence of OCB among its members (Sutanto & Setiawan, 2018). OCB is part of organizational behavior science. OCB is the spontaneous act of mutual assistance - helping one another to achieve work-related goals within a company (Charlie & Solpali, 2022).

Employee Performance

Employees are assets owned by the company as a means to achieve the company's goals. Companies must monitor employee performance to understand their limits and capabilities in balancing the company's products in this era of globalization. Companies always provide various facilities to support their employees in working well and create a comfortable atmosphere to ensure that employees have enthusiasm for their work to achieve good performance. Companies also expect their employees to work under pressure to foster employees to achieve the company's objectives (Ginting, Bangun, Munthe, & Sihombin, 2019). According to Mangkunegara, as cited in (Ginting et al., 2019), performance is the result of work achieved by employees following the responsibilities assigned to them. From the opinions of these experts, it concludes performance is the outcome achieved by employees concerning the assigned tasks. Performance can also be considered as a representation of the level of achievement in implementing a program or activity to realize the organization's goals, objectives, vision, and mission (Bustami, Mukhlis, & Amri, 2021). In other words, employee performance can be interpreted as the achievement of all employees in an organization measured against the standards and criteria set by the organization itself (Qadariah, Majid, & Idris, 2019). Employee performance is affected by several factors. According to (Afandi, 2018), several factors affect performance, including skills, personality and work interests, clarity and acceptance of job roles, level of employee motivation, competence, work facilities, work culture, leadership, and work discipline. In this study, employee performance will often be referred to simply as performance.

Transf-Leadership on OCB

The research conducted by (Setiawan & Gunawan, 2018) used the analysis technique employed in this study: the multiple linear regression analysis method. This method is used to determine the presence or absence of relationships between variables. The sample consisted of 62 employees from PT First Machinery Trading Co., Surabaya Branch. Data were collected using a questionnaire. The analysis technique used was simple linear regression. The results indicated a strong positive relationship between Transf-Leadership and OCB.

H1: Transf-Leadership affects OCB.

Commitment on OCB

The study by (Saraswati & Hakim, 2019) was conducted in the Education Agency of Malang Regency. The research design was quantitative, descriptive, and correlational because of cause and effect. The subjects in this study were selected using total sampling. The research sample consisted of 58 employees from the Education Agency of Malang Regency. The analysis employed in this study includes descriptive analysis and multiple linear regression analysis. The study concluded that organizational commitment has a 46% effect on OCB.

H2: Commitment affects OCB

Culture on OCB

The research by (Ariani, Sintaasih, & Putra, 2017) collected the data from 83 employees determined through questionnaires and interviews. They used Partial Least Squares (PLS) to analyze the model and found that culture positively affects affective commitment; the better the culture, the stronger the affective commitment. Affective commitment positively affects OCB; the stronger the affective commitment, the higher the OCB. culture positively affects OCB; the better the culture, the higher the OCB. Further hypothesis testing resulted in the finding that affective commitment partially mediates the organizational culture impact on OCB.

H3: Culture affects OCB

Transf-Leadership on Employee Performance

Research by (Novitasari & Asbari, 2020) aimed to measure the Transf-Leadership impact on the performance of multifunctional industry employees in Tangerang, mediated by readiness for change. Data collection for this quantitative study was done with a simple random sampling technique, and the returned and valid questionnaire results were 217 samples. Data analysis was performed using the SEM method with the SmartPLS 3.0 software. The results of this research conclude that Transf-Leadership does not significantly affect the performance of employees. Still, Transf-Leadership positively and significantly affects the readiness for change. The study also concludes that the readiness for change positively and significantly affects the relationship between Transf-Leadership and employee performance. Readiness for change acts as a full mediator. This research proposes a model to enhance performance among multifunctional industry workers in Tangerang by improving Transf-Leadership practices with readiness for change as a mediator. This study may pave the way for improving employee readiness to face the era of the Fourth Industrial Revolution.

H4: Transf-Leadership Affects Performance

Commitment to Employee Performance

The research conducted by (Rizal, Alam, & Asi, 2023) aims to determine the organizational commitment impact on employee performance in the Department of Education of Central City. The research method employed is a quantitative approach with a descriptive design. Data were

collected through a questionnaire distributed to 92 Central City Department of Education employees. The data were analyzed using SPSS Version 20. The results revealed that the regression test showed commitment's positive and significant effect on employee performance in Central City's Department of Education. The R Square value was 0.632, indicating that 63.2% of the variation in employee performance can be explained by organizational commitment, while the remaining 36.8% is explained by other variables not investigated in this study, such as job satisfaction, work discipline, and work motivation.

H5: Commitment Affects Employee Performance

Culture on Employee Performance

Organizational culture has a significant impact on employee performance. This is in line with the viewpoint of Robbins, as cited in (Pratama & Silvianita, 2021), stating that a strong culture will significantly affect the behavior of its members due to the high level of unity and intensity, creating an internal climate of high behavioral control. This means that the better the Culture, the more improved the performance will be. Furthermore, this study aligns with the research conducted by (Sagita, 2018) titled "The Effects of Organizational Culture on Employee Performance at PT. Astra International, Tbk - Toyota Branch Sunyoto Malang." The results indicate that Culture affects Employee Performance significantly, with a correlation coefficient of 0.54 or 54%.

H6: Culture Affects Employee Performance

OCB on Employee Performance

An industry's success is determined by the behavior of employees defined according to their job descriptions (in-role behavior) and the behavior of employees beyond their job descriptions (extra-role behavior). OCB is individual behavior that is voluntary and explicit, receiving rewards from the formal reward system, and overall contributes to the effectiveness of organizational functions, according to (Organ, 2015). (Agustyna & Prasetyo, 2020) research concludes that organizations that desire employees to perform tasks or activities beyond the job description have proven to have advantages over other companies. Therefore, many companies want their employees to have OCB. Several studies on the relationship between OCB and employee performance include research by (E. R. Lestari & Ghaby, 2018). The results show that OCB significantly and positively affects both job satisfaction and employee performance. Higher job satisfaction enhances employee performance. And, job satisfaction partially mediates OCB effect on employee performance.

H7: OCB affects employee performance.

OCB as a Mediator between Transf-Leadership and Employee Performance

The results of the research conducted by (Ningsih, Irawati, & Fuadiputra, 2023) indicate that Transf-Leadership significantly and positively affects employee performance. Transf-Leadership also significantly and positively affects OCB. OCB significantly and positively affects employee performance. OCB mediates the relationship between Transf-Leadership and employee

performance.

H8: Transf-Leadership indirectly affects employee performance through OCB

OCB as a Mediator between Commitment and Employee Performance

The findings from the research by (Lukito, 2020) reveal that: (1) OCB does not significantly affect employee performance, (2) OCB significantly affects job satisfaction, (3) Job satisfaction significantly affects employee performance, (4) Job satisfaction has a role as a mediating variable between OCB and employee performance. The analysis conducted by (Wahyudi, Kawiana, & Suartina, 2022) indicates that organizational commitment significantly affects OCB, organizational commitment affects employee performance, and OCB significantly affects employee performance. Moreover, organizational commitment, through the mediation of OCB, significantly and positively affects employee performance at KSP (Savings and Loan Association) Kumbasari Badung. This suggests that OCB, characterized by voluntary behavior and a willingness to participate and support organizational functions, with a high tendency to help colleagues, significantly contributes to improving employee performance. OCB is seen as a mediating variable that indirectly enhances the impact on each variable in the study, providing effective contributions to the organization without expecting recognition or compensation

H9: Commitment indirectly affects employee performance through OCB.

OCB as Mediation between Culture and Employee Performance

The results of the study by (Prayogi, Farisi, & Salwa, 2021) indicate that OCB mediates the positive significant effect of Culture (X2) on Employee Performance (Y). This is evident from the statistical test results where the T-value (2.129) > T-table (2.011) and the P-value (0.034) < 0.05. Therefore, the H_0 is rejected, and the H_a is accepted. The original sample (0.271) indicates that Culture (X2) affects positively Employee Performance (Y) indirectly through OCB (Z). Positive behaviors manifest as a willingness to work and contribute to the organization.

H10: Culture indirectly affects employee performance through OCB.

3. METHOD

Population refers to the entire set of individuals, events, or anything else that is the subject of study. On the other hand, a sample is a portion or the entirety of the population selected using a specific procedure. The sampling technique employed in this research is total sampling (census), which is a method utilizing all members of the population as respondents (Sekaran & Bougie, 2016). The respondents in this study include all civil servants (ASN) from the Civil Service and Human Resource Development Agency (BKPSDM) of Pidie and Pidie Jaya Regencies. The data collection techniques used in this study include surveys (questionnaires) and documentation. Surveys are used to gather primary data, which is information obtained directly from the primary source. On the other hand, documentation involves collecting secondary data, which is information obtained from reports and publications relevant to this research (Sekaran & Bougie, 2016). The data analysis technique employed is Structural Equation Modeling (SEM). This multivariate data analysis method combines factor analysis to determine the specifications of the relationships

between latent variables and their indicators. It also involves path analysis to understand the effect among latent variables, often referred to as a structural model (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014). The data analysis for this study was conducted using the software Analysis of Moment Structures (AMOS).

4. DISCUSSION

The measurement model in this study consists of Indicator Loadings, Average Variance Extracted (AVE), and Composite Reliability. However, a data normality test must be conducted before performing the measurement model. The results show that multivariate data in this study has a value of (1.185). However, univariate data for each indicator variable in this study has a critical ratio value within the range (± 2.50). Therefore, it can be stated that the data in this study are univariately normally distributed, and these data can be used for further analysis.

Table 1. Indicator Loading

Transf-Leadership		Commitment		Culture		OCB		Employee Performance	
KT1	0.931	KO1	0.854	BO1	0.852	OCB1	0.865	KK1	0.845
KT2	0.823	KO2	0.813	BO2	0.835	OCB2	0.807	KK2	0.824
KT3	0.824	KO3	0.891	BO3	0.804	OCB3	0.827	KK3	0.173
KT4	0.816	KO4	0.873	BO4	0.803	OCB4	0.798	KK4	0.809
						OCB5	0.187	KK5	0.821
								KK6	0.772

Source: Primary Data, 2023 (Processed)

Based on Table 1, it is observed that there are several indicators of variables that are not valid because they have indicator loading values (< 0.50), including OCB and KK (Employee Performance). Therefore, these indicators are no longer used in the research model for subsequent analysis stages. After eliminating these indicators from the research model, the next step is to examine the values of AVE (Average Variance Extracted) and composite reliability for the remaining variables, as shown in the following table:

Table 2 AVE & Composite Reliability

Variable	AVE	Composite Reliability
Transf.Leadership	0.72	0.91
Commitment	0.74	0.92
Culture	0.68	0.89
OCB	0.68	0.89
Emp.Performance	0.66	0.91

Source: Primary Data, 2023 (Processed)

Based on Table 2, it is known that the AVE values obtained from the variables in this study are as follows: Transf-Leadership (0.72), commitment (0.74), culture (0.68), OCB (0.68), and

performance (0.66). All these variables have AVE values ≥ 0.50 , indicating that the indicators in the research model effectively measure the targeted latent variables and do not measure other latent variables.

Based on Table 2, it is also known that the composite reliability values obtained from the variables in this study are as follows: Transf-Leadership (0.91), commitment (0.92), culture (0.89), OCB (0.89), and performance (0.91). All these variables have composite reliability values ≥ 0.70 , indicating that all indicators of the latent variables in this research model can be considered reliable for measuring the respective variables.

Evaluation of the structural model in this study involves testing Goodness of Fit (GoF). The GoF test is conducted to assess the suitability of a research model with several predefined criteria. The results of the structural model are presented in the following table:

Table 3. GoF

Index	Cut-off Value	Results	Conclusion
X ² (Chi-Square)	< 242.647 (of 208)	205,984	Fit
Significance Probability	≥ 0.05	0.082	Fit
GFI	≥ 0.90	0.854	Marginal
AGFI	≥ 0.90	0.811	Marginal
RMSEA	≤ 0.08	0.039	Fit
TLI	≥ 0.90	0.980	Fit
CFI	≥ 0.90	0.983	Fit

Source: Primary Data, 2023 (Processed)

According to Table 3, it is known that the values for Chi-Square are 205.984, Significance Probability is 0.082, GFI is 0.854, AGFI is 0.811, RMSEA is 0.039, TLI is 0.980, and CFI is 0.983. Based on these results, all the criteria for Goodness of Fit have been met, even though the GFI and AGFI values are marginally within the acceptable range. Nevertheless, overall, the model in this study can be considered a good fit because the Significance Probability value is ≥ 0.05 .

The hypothesis testing in this study is confirmatory. It is conducted to test a specific theory or validate the results of previous research. In this study, confirmatory hypothesis testing is carried out to test and analyze the direct and indirect effects of Transf-Leadership, commitment, culture, OCB, and performance. The confirmatory hypothesis testing in this study consists of testing the direct and indirect effects. The results of the direct effects hypothesis testing will be explained as follows.

Table 4. Direct Effect Testing

Effect between Variables		Path Coefficient	Significant Value
Transf.Leadership	→ OCB	0.285	0.000
Commitment	→ OCB	0.345	0.001
Culture	→ OCB	0.303	0.002
Transf.Leadership	→ Emp.Performance	0.052	0.452
Commitment	→ Emp.Performance	0.233	0.007
Culture	→ Emp.Performance	0.258	0.001
OCB	→ Emp.Performance	0.456	0.000

Source: Primary Data, 2023 (Processed)

Table 4 reveals that :

- 1) Transf-Leadership significantly affects OCB, as seen from the coefficient 0.285 with a significant 0.000.
- 2) Commitment significantly affects OCB, as seen from the coefficient 0.345, with a significant 0.001.
- 3) Culture significantly affects OCB, as seen from the coefficient 0.303, with a significant 0.002.
- 4) Transf-Leadership does not significantly affect performance, as seen from the coefficient of 0.052, with a significant 0.452.
- 5) Commitment significantly affects performance, as seen from the coefficient 0.233, with a significant 0.007.
- 6) Culture significantly affects performance, as seen from the coefficient 0.258 with a significant 0.001.
- 7) OCB significantly affects performance, as evidenced by the coefficient 0.456 with a significant 0.000.

The test of indirect effects was conducted using the Sobel test, the results of which will be explained as follows:

Table 5. Results of Testing Hypotheses of Indirect Effects

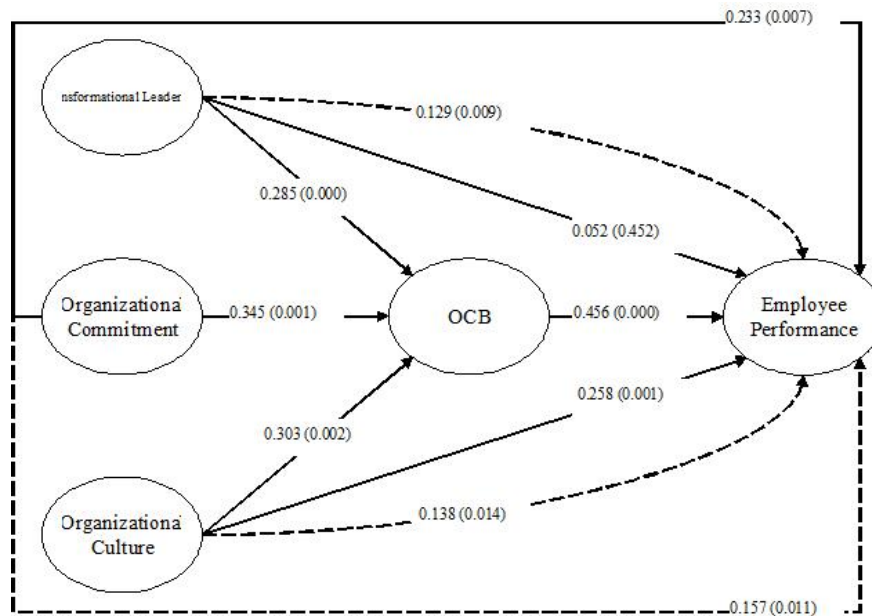
$\xi \rightarrow \eta_1$ (a)	$\eta_1 \rightarrow \eta_2$ (b)	$\xi \rightarrow \eta_1 \rightarrow \eta_2$ (a x b)	Significant Value (Sobel Test)
$\xi_1 \rightarrow \eta_1(0.285)$	$\eta_1 \rightarrow \eta_2 (0.456)$	$\xi_1 \rightarrow \eta_1 \rightarrow \eta_2 (0.129)$	0.009
$\xi_2 \rightarrow \eta_1(0.345)$	$\eta_1 \rightarrow \eta_2 (0.456)$	$\xi_2 \rightarrow \eta_1 \rightarrow \eta_2 (0.157)$	0.011
$\xi_3 \rightarrow \eta_1(0.303)$	$\eta_1 \rightarrow \eta_2 (0.456)$	$\xi_3 \rightarrow \eta_1 \rightarrow \eta_2 (0.138)$	0.014
Explanation: ξ_1 = Transf.Leadership ξ_2 = Commitment ξ_3 = Culture η_1 = OCB η_2 = Emp.Performance			

Source: Primary Data, 2023 (Processed)

Based on Table 5, it is known that:

- 1) Transf-Leadership indirectly and significantly affects performance through OCB, as seen from the coefficient 0.129 and a significant 0.009.
- 2) Commitment indirectly and significantly affects performance through OCB, as seen from the coefficient 0.157 and a significant 0.011.
- 3) Culture indirectly and significantly affects performance through OCB, as seen from the coefficient 0.138 and a significant 0.014.

Based on Table 4.4 and Table 4.5, the path coefficients and significant values of the effect between variables, when transformed into a diagram, will look like the following image:



5. CONCLUSION

The result shows that in BKPSDM of Pidie and Pidie Jaya Regencies, Transf-Leadership significantly affects OCB, Commitment significantly affects OCB, Culture significantly affects OCB, Transf-Leadership does not significantly affect performance, Commitment significantly affects performance, Culture significantly affects performance, and OCB significantly affects performance. The findings also explain that OCB is a partial mediator in the model. Thus, the results prove that the model for increasing employee performance at BKPSDM is a function of strengthening the leadership's Transf-leadership, strengthening employee commitment to the organization, an appropriate culture to support the organization, and increasing the OCB of its employees. This model becomes the premise for strengthening the theory, and becomes the basis for further theory development. For other researchers who will conduct research with similar subjects, It is advisable to use diverse variable indicators and a larger sample size to make comparisons that are more relevant to the results of this research.

Furthermore, for the BKPSDM of Pidie and Pidie Jaya Regencies, the findings recommend the need for leaders who can stimulate the relativity of their subordinates. Two-way communication can enhance morale and self-confidence among employees, and leaders should be

able to attract the attention of subordinates to motivate them to do more than initially expected. This will result in the development of OCB within the employees themselves. Furthermore, it is also expected to consistently maintain the culture and improve employee commitment by making them feel happy and comfortable working within the organization; therefore, employees will have a strong connection with the organization.

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