



The Influence of Transformational Leadership and Perceived Organizational Support on Employee Performance through Organizational Citizenship Behavior and Job Satisfaction

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ABSTRACT

Keywords:

Transformational Leadership; Perceived Organizational Support; Employee Performance

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This study aims to examine the effects of transformational leadership and perceived organizational support on employee performance, with organizational citizenship behavior and job satisfaction as mediating variables. A quantitative approach was employed using a survey method involving 228 employees selected through accidental sampling. Data were collected using Likert-scale questionnaires and analyzed with Structural Equation Modeling–Partial Least Squares (SEM-PLS) through SmartPLS 4.0. The results reveal that transformational leadership has a significant negative direct effect on employee performance, while perceived organizational support does not have a significant direct effect. However, both transformational leadership and perceived organizational support have positive and significant effects on organizational citizenship behavior and job satisfaction. Furthermore, organizational citizenship behavior and job satisfaction positively and significantly influence employee performance and serve as mediating variables. These findings indicate that improving employee performance is more effectively achieved through fostering positive work attitudes and discretionary behaviors rather than relying solely on direct leadership influence. The study highlights the importance of strengthening supportive organizational climates and enhancing employee satisfaction to sustain performance outcomes.

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INTRODUCTION

The global financial sector has experienced rapid transformation driven by digital disruption and economic uncertainty. The expansion of financial technology, digital banking platforms, and online financial services has intensified competition and reshaped customer expectations. At the same time,

global inflation, market volatility, and geopolitical tensions have increased operational risk and strategic pressure for banking institutions. These dynamics require financial organizations to remain adaptive, innovative, and resilient in sustaining performance and public trust. Within this context, employee performance becomes a critical strategic asset, as organizational sustainability depends heavily on human resource capability in responding to technological change and market complexity. Strengthening internal performance systems is therefore essential for ensuring long-term competitiveness and institutional stability in contemporary financial environments.

Despite technological progress, maintaining sustainable employee performance remains a major challenge. Rising performance targets, efficiency standards, and continuous digital adaptation often create psychological strain and workload pressure. Recent studies emphasize that effective human resource management and performance optimization are fundamental to organizational sustainability and competitive advantage (Almulaiki, 2023; Sartika, 2024). In high-demand sectors such as banking, employee performance encompasses productivity, service quality, innovation capability, and compliance with regulatory standards. Consequently, leadership approaches and organizational policies must support employees not only structurally but also psychologically. Understanding how leadership style and perceived organizational support influence performance becomes increasingly important in designing strategies that promote both efficiency and employee well-being.

Empirical observations within financial institutions show that improved financial achievements are frequently accompanied by intensified work expectations. Employees are required to meet stricter key performance indicators while simultaneously adapting to digital systems and procedural changes. Such conditions demand proactive behavior, adaptability, and emotional resilience. Transformational leadership, characterized by inspirational motivation, intellectual stimulation, and individualized consideration, is considered capable of encouraging innovation and collective commitment (Sulistiyawati et al., 2023; Almarshedi & Ismael, 2024). In parallel, perceived organizational support—reflected in recognition, career development, and supportive work environments—shapes employees' sense of value and belonging (Nasution & Karneli, 2023; Yerifanhaq & Kharismasyah, 2025). However, voluntary behaviors beyond formal job descriptions, known as Organizational Citizenship Behavior (OCB), are not always consistently demonstrated, suggesting a gap between managerial practices and actual performance outcomes.

Previous research indicates that transformational leadership and perceived organizational support positively influence job satisfaction, OCB, and performance (Kebe et al., 2024; Ansori & Wulansari, 2021). Job satisfaction

strengthens motivation and commitment, while OCB enhances teamwork and organizational effectiveness. Nevertheless, empirical findings remain inconsistent. Some studies report strong direct effects of leadership and organizational support on performance (Basalamah, 2023; Ratnasari, 2022), whereas others identify insignificant or indirect relationships (Prasetyo & Harsono, 2023). Furthermore, recent evidence highlights the mediating roles of job satisfaction and OCB in explaining performance improvement (Khan et al., 2022; Qalati et al., 2022). These mixed findings suggest that the relationship between leadership, support, and performance may operate through more complex psychological and behavioral mechanisms rather than direct pathways alone.

Although several studies have examined partial relationships among these variables, integrated models that simultaneously incorporate transformational leadership, perceived organizational support, OCB, job satisfaction, and employee performance remain limited, particularly within regional development banking institutions in Indonesia. This gap is significant because financial institutions operate in highly regulated and performance-driven environments where employee attitudes and discretionary behaviors critically influence service quality and organizational reputation. A comprehensive structural framework is therefore needed to capture both direct and indirect relationships among these constructs in order to better explain performance dynamics within contemporary banking organizations.

The novelty of this study lies in proposing a dual mediation model that simultaneously integrates organizational citizenship behavior and job satisfaction in explaining the relationship between transformational leadership, perceived organizational support, and employee performance. By examining both attitudinal and behavioral mediators within a single structural framework, this research offers a more holistic understanding of performance mechanisms. It moves beyond traditional direct-effect models and emphasizes the importance of psychological and discretionary processes in shaping sustainable performance outcomes in dynamic financial contexts.

Based on this rationale, this study aims to analyze the direct effects of transformational leadership and perceived organizational support on employee performance, as well as the mediating roles of organizational citizenship behavior and job satisfaction. It is hypothesized that transformational leadership and perceived organizational support positively influence OCB and job satisfaction, which subsequently enhance employee performance. The findings are expected to contribute theoretically by validating a dual mediation framework and practically by providing managerial guidance for strengthening leadership practices and organizational support systems to achieve sustainable performance in competitive financial environments.

RESEARCH METHODS

The unit of analysis in this study is individual employees working at Bank Kalbar, a regional development bank, with the research conducted within the organizational context of banking service operations and performance management. The population consisted of 528 active employees. Using the Slovin formula with a 5% margin of error, a sample of 228 respondents was obtained. The inclusion criteria required respondents to be active permanent or contract employees with a minimum tenure of one year and willingness to complete the questionnaire. The study employed a quantitative approach with an associative research type aimed at examining causal relationships among variables. A cross-sectional survey design was applied, where data were collected at a single point in time through structured questionnaires (Sugiyono, 2020).

Primary data were obtained directly from respondents through standardized questionnaires developed based on established indicators for transformational leadership, perceived organizational support, organizational citizenship behavior, job satisfaction, and employee performance. The measurement instrument utilized a five-point Likert scale ranging from strongly disagree to strongly agree. In addition to primary data, secondary data were gathered through desk review of relevant literature, official organizational documents, and annual reports to support contextual understanding and strengthen the theoretical foundation of the study.

Data analysis involved both descriptive and inferential statistical techniques. Descriptive statistics were used to summarize respondent characteristics and variable distributions. Inferential analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS version 4.0. This method was selected because it enables simultaneous analysis of relationships among latent variables and does not require normal data distribution (Hair et al., 2017). The analysis procedure included evaluation of the outer model to assess construct validity and reliability, followed by inner model testing to examine path coefficients, R-square values, mediation effects, and statistical significance levels.

RESULTS AND DISCUSSION

Results

Respondent demographics constitute an essential component of quantitative research, as they provide a clear overview of participants' fundamental characteristics. Demographic information such as age, gender, and job position plays a significant role in social research because it enables

researchers to comprehensively describe the profile of respondents and better understand the context in which the data are generated. Moreover, presenting demographic characteristics supports the interpretation of findings and strengthens the potential generalizability of the study results.

Table 1. 1Demographics

Characteristics	Category	Frequency (n=228)	Percentage (%)
Gender	Man	79	35%
	Woman	149	65%
Age	21-25	29	13%
	26-30	85	37%
	31-35	96	42%
	>35	18	8%
Position	Branch Manager	1	0.43%
	Deputy Branch Manager	2	0.87%
	Assistant Branch Manager	12	5.3%
	Section Chief	16	7%
	Credit	58	25.4%
	Customer Service	48	21.5%
	Teller	47	20.6%
	Administration	24	10.5%
Account Officer	20	8.8%	

Table 4.1 presents the demographic characteristics of the 228 respondents. Of the total participants, 35% were male and 65% were female. Most respondents were aged 26–30 years (37%) and 31–35 years (42%), followed by 21–25 years (13%) and above 35 years (8%). In terms of job position, the majority worked in the credit division (25.4%), followed by customer service (21.5%), teller (20.6%), administration (10.5%), and account officer (8.8%), while managerial positions such as branch leaders and section heads represented a small proportion.

Overall, the demographic profile indicates that most respondents were involved in financing-related functions. All participants met the research criteria, namely being active employees with a minimum tenure of one year, ensuring adequate work experience and understanding of the organization’s leadership practices and support systems.

Validity and Reliability Test

Validity refers to the extent to which an instrument accurately measures what it is intended to measure. In this study, convergent validity was assessed using factor loadings and the Average Variance Extracted (AVE). A construct is considered to have good convergent validity when the factor loadings exceed 0.70 and the AVE value is greater than 0.50.

Reliability reflects the internal consistency of a construct in measuring the intended variable. It was evaluated using Composite Reliability (CR) and Rho A. Values above 0.70 indicate that the construct has adequate reliability and consistently measures the concept it represents.

Table 2. Results of Validity and Reliability Tests

Variables	Item	Outer Loading	AVE	Composite Reliability	Rho A	Mean
Transformational Leadership	KT1	0.885	0.702	0.950	0.943	3,798
	KT2	0.762				3,776
	KT3	0.840				3,772
	KT4	0.854				3,746
	KT5	0.824				3,772
	KT6	0.823				3,811
	KT7	0.841				3,816
	KT8	0.868				3,776
Perceived Organizational Support	POS1	0.858	0.715	0.938	0.926	3,675
	POS2	0.832				3,803
	POS3	0.795				3,741
	POS4	0.856				3,715
	POS5	0.856				3,741
	POS6	0.874				3,781
Organizational Citizenship Behavior	OCB1	0.827	0.608	0.939	0.930	3,816
	OCB2	0.817				3,794
	OCB3	0.759				3,689
	OCB4	0.713				3,833
	OCB5	0.780				3,816
	OCB6	0.744				3,785
	OCB7	0.800				3,776
	OCB8	0.765				3,798
	OCB9	0.783				3,728
	OCB10	0.803				3,741
Job Satisfaction	KK2	0.792	0.587	0.928	0.913	3,785
	KK3	0.768				3,785
	KK4	0.749				3,890
	KK5	0.714				3,803
	KK6	0.779				3,838
	KK7	0.779				3,846
	KK8	0.788				3,886
	KK9	0.744				3,820
	KK10	0.781				3,825
	Employee Performance	KN1				0.856
KN2		0.838	3,813			
KN3		0.769	3,781			
KN4		0.763	3,906			
KN5		0.741	3,844			

KN6	0.800	3,875
KN7	0.887	3,719
KN8	0.852	4,000
KN9	0.833	3,813
KN10	0.803	3,844
KN11	0.849	3,906
KN12	0.859	3,969

Based on Table 4.2, all indicators show loading factor values between 0.713 and 0.887, and AVE values > 0.50, which reflect the fulfillment of convergent validity. CR and Rho A values > 0.70 indicate an adequate level of reliability and internal consistency of the construct. The relatively high average indicator score (3.689–4) also reflects respondents' positive perceptions of the measurement items. Therefore, all constructs in this study can be declared valid and reliable.

Discriminant Validity Test

Discriminant validity in this study was assessed using the Heterotrait–Monotrait Ratio (HTMT), a method designed to detect potential issues in distinguishing between constructs. Discriminant validity is considered adequate when the HTMT value between constructs is below 0.90, indicating that each construct is empirically distinct from the others.

Table 3. Results of Discriminant Validity Test

	KK	KN	KT	OCB	POST
KK					
KN	0.349				
KT	0.465	0.065			
OCB	0.483	0.250	0.549		
POST	0.485	0.202	0.076	0.406	

Based on the results of Table 4.3, the HTMT value between constructs is <0.90. This indicates that there is no discriminant validity issues between constructs in the research model. Thus, each construct in this study is able to significantly differentiate its characteristics from other constructs, thus meeting discriminant validity.

Test of Determination Coefficient, Effect Size, and Multicollinearity

The coefficient of determination (R^2) indicates the proportion of variance in the dependent variable explained by the independent variables in the model, with higher values reflecting stronger explanatory power. Multicollinearity among constructs was assessed using the Variance Inflation Factor (VIF), where

values below 3.3 indicate no multicollinearity issues. Additionally, effect size (f^2) was used to evaluate the contribution of each predictor to the endogenous construct, with values interpreted as small (> 0.02), medium (> 0.15), or large (> 0.35).

Table 4. Inner Model Evaluation: R^2 , VIF, and f^2

Endogenous Construct	R^2	Predictor	VIF	f^2	Interpretation of f^2
Employee performance	0.142	Organizational Citizenship Behavior	1,770	0.037	Small
		Job satisfaction	1,693	0.097	Small
		Transformational Leadership	1,821	0.045	Small
		Perceived Organizational Support	1,626	0.004	Small
Organizational Citizenship Behavior	0.428	Transformational Leadership	1,002	0.511	Big
		Perceived Organizational Support	1,002	0.288	Currently
Job satisfaction	0.402	Transformational Leadership	1,002	0.350	Big
		Perceived Organizational Support	1,002	0.369	Big

Table 4.4 indicates that Employee Performance has an R^2 value of 0.142, meaning that 14.2% of its variance is explained by Organizational Citizenship Behavior (OCB), Job Satisfaction, Transformational Leadership, and Perceived Organizational Support. OCB shows an R^2 of 0.428, while Job Satisfaction has an R^2 of 0.402, indicating that both variables are moderately explained by Transformational Leadership and Perceived Organizational Support. All VIF values range from 1.002 to 1.821, confirming no multicollinearity issues. The f^2 results reveal that the effects of OCB, Job Satisfaction, Transformational Leadership, and Perceived Organizational Support on Employee Performance are small. However, Transformational Leadership and Perceived Organizational Support make moderate to strong contributions to OCB and Job Satisfaction. Overall, these findings suggest that leadership and organizational support are important in shaping attitudes and behaviors, but their direct contribution to Employee Performance remains limited, indicating the influence of other factors beyond the model.

Hypothesis Testing

Hypothesis testing was conducted to examine whether the relationships between variables in the research model are statistically significant. In the PLS-SEM approach using a one-tailed test, significance is evaluated based on the path coefficient, t-statistic, and p-value obtained through bootstrapping. A hypothesis is considered significant when the p-value is less than 0.05 and the t-statistic exceeds 1.645.

Table 5. Hypothesis Testing

Hypothesis	Connection	Path Coefficient	t-Statistic	P-value	Signification
H1	KT -> KN	-0.263	3,704	0.000	Significant
H2	POS -> KN	-0.071	0.901	0.184	Not Significant
H3	KT -> OCB	0.539	12,143	0.000	Significant
H4	POS -> OCB	0.404	8,763	0.000	Significant
H5	KT -> KK	0.456	10,793	0.000	Significant
H6	POS -> KK	0.468	8,938	0.000	Significant
H7	OCB -> KN	0.233	3.37	0.000	Significant
H8	KK -> KN	0.372	4,551	0.000	Significant
H9	KT -> OCB -> KN	0.126	3,096	0.001	Significant
H10	POS -> OCB -> KN	0.094	3,224	0.001	Significant
H11	KT -> KK -> KN	0.17	4,247	0.000	Significant
H12	POS -> KK -> KN	0.174	3,822	0.000	Significant

The hypothesis testing results indicate that Transformational Leadership has a significant but negative direct effect on Employee Performance ($\beta = -0.263$, $p < 0.05$), while Perceived Organizational Support does not have a significant direct effect ($\beta = -0.071$, $p > 0.05$). However, both Transformational Leadership and Perceived Organizational Support have positive and significant effects on Organizational Citizenship Behavior ($\beta = 0.539$; $\beta = 0.404$) and Job Satisfaction ($\beta = 0.456$; $\beta = 0.468$), respectively. Furthermore, Organizational Citizenship Behavior ($\beta = 0.233$) and Job Satisfaction ($\beta = 0.372$) positively and significantly influence Employee Performance. Mediation analysis shows that Organizational Citizenship Behavior and Job Satisfaction significantly mediate the relationships between Transformational Leadership and Employee Performance, as well as between Perceived Organizational Support and Employee Performance. Overall, the findings confirm that leadership and organizational support primarily enhance performance indirectly through improved work attitudes and discretionary behaviors.

Discussion

The findings indicate that Transformational Leadership has a significant but negative direct effect on Employee Performance. This suggests that the application of transformational practices does not automatically translate into higher measurable outcomes. In highly regulated and target-oriented banking environments, intensive change initiatives and elevated expectations may increase psychological pressure, thereby weakening performance consistency. Recent studies also report that transformational leadership may not always generate direct performance improvements, particularly when contextual pressures and workload intensity are high (Aprillina et al., 2024; Yuwono et al., 2023). These findings imply that leadership effectiveness depends on situational alignment and employee readiness. Similarly, Perceived Organizational Support (POS) does not demonstrate a significant direct effect on Employee Performance. Although organizational support is essential, its impact appears to operate through internal psychological and behavioral processes rather than through immediate productivity outcomes (Aiditiar & Diana, 2024; Aryani et al., 2025).

Despite limited direct effects, Transformational Leadership significantly enhances Organizational Citizenship Behavior (OCB) and Job Satisfaction. Leaders who articulate vision, encourage innovation, and provide individualized consideration create emotional engagement that stimulates voluntary contributions. Empirical evidence confirms that transformational leadership strengthens OCB and fosters positive work attitudes (Hina et al., 2024; Maharani & Mardhiyah, 2025). These behaviors reflect employees' willingness to exceed formal job requirements, contributing to organizational harmony and efficiency. Likewise, POS significantly improves OCB and Job Satisfaction. When employees perceive fairness, recognition, and developmental opportunities, they respond with stronger commitment and discretionary effort (Masrifah & Kuswinarno, 2024; Pangestu et al., 2024). Thus, organizational support functions as a psychological resource that enhances both attitudinal and behavioral engagement.

Furthermore, OCB and Job Satisfaction show significant positive effects on Employee Performance. Employees who actively support colleagues, maintain cooperation, and demonstrate proactive behavior contribute to smoother workflows and higher productivity levels. Recent findings confirm that OCB strengthens performance quality and service effectiveness in financial institutions (Simamora et al., 2024; Tokii et al., 2025). Similarly, job satisfaction enhances motivation, concentration, and persistence, which ultimately improve performance outcomes (Triwinanti & Sary, 2024; Sulastri & Methasari, 2025). These results underline the importance of fostering positive psychological conditions to sustain performance under demanding work systems.

The mediation analysis further clarifies the structural relationships. OCB mediates the relationship between Transformational Leadership and Employee Performance, indicating that leadership influences results through discretionary behavioral mechanisms. This supports recent evidence that behavioral engagement acts as a bridge between leadership practices and measurable outcomes (Rahardjo & Raharja, 2023; Salsabila et al., 2024). Similarly, OCB mediates the influence of POS on performance, suggesting that organizational support strengthens reciprocal behaviors before performance gains emerge (Kebe et al., 2024; Wu et al., 2023). These findings demonstrate that leadership and support mechanisms operate through social and relational processes.

In addition, Job Satisfaction mediates the relationships between Transformational Leadership, POS, and Employee Performance. Transformational leadership enhances intrinsic motivation and emotional attachment, which subsequently drive improved work results (Villegas-Puyod et al., 2024; Caren et al., 2025). Likewise, POS strengthens job satisfaction, which then facilitates higher performance consistency (Marsiti & Wasiman, 2023; Setyawan, 2024). Overall, the results confirm that leadership and organizational support predominantly affect performance indirectly through psychological and behavioral pathways. This reinforces the relevance of a dual mediation model in explaining employee performance dynamics within competitive and digitally evolving financial institutions.

CONCLUSION

This study demonstrates that Transformational Leadership and Perceived Organizational Support play a crucial role in shaping Organizational Citizenship Behavior and Job Satisfaction, yet they do not fully exert direct positive effects on Employee Performance. Notably, Transformational Leadership shows a significant negative direct relationship with performance, while Perceived Organizational Support has no significant direct effect. The key insight of this research is that employee performance is more effectively enhanced through indirect mechanisms—specifically through positive work attitudes and discretionary behaviors. Organizational Citizenship Behavior translates leadership and organizational support into voluntary contributions, while Job Satisfaction functions as a psychological bridge that strengthens motivation, commitment, and engagement. The primary strength of this study lies in its contribution to the literature through a dual mediation model, offering a more nuanced explanation of how leadership and organizational support influence performance within the regional banking context.

However, this study has several limitations. The cross-sectional design restricts the ability to capture dynamic changes over time, and the focus on a single organizational context may limit generalizability. In addition, the relatively low explanatory power for Employee Performance suggests the presence of other influential variables not included in the model. Future research is therefore encouraged to incorporate contextual and psychological factors such as workload pressure, emotional exhaustion, or employee engagement, and to employ longitudinal designs to better understand the evolving relationships among leadership, organizational support, job satisfaction, OCB, and performance.

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