

## MEDIATING EFFECTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIORS (OCB): THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP (TL) AND MOTIVATION ON PERFORMANCE

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### Abstract

The link among organizational citizenship behaviors (OCB), motivation, transformational leadership (TL), to performance is investigated in this study. Micro, Small, and Medium-Sized Enterprises (MSMEs) Central Java Province, more precisely, as the location. Research was done in 2022 between April and June. The variables under investigation in this study are TL, motivation, OCB on performance. The study examined the effects of these variables on Performance and OCB as mediating at the regional secretariat in province of Central Java. One frequently used program for Structural Equation Modeling (SEM) calculations called Smart PLS. The unique aspect of this research is in its comprehensive approach, which integrates the variables of Motivation, (OCB), Performance, and TL into a single, comprehensive model. This paper's originality demonstrates two things: (1) the mediation impact of OCB on the relationship between motivation and TL on performance; and (2) the province of Central Java, especially the MSMEs Central Java Province, as the site.

**Keywords:** Motivation, Organizational Citizenship Behavior (OCB), performance, transformational leadership

### Introduction

MSMEs are an important contributor to the economies of countries according to the World Bank (Asian Development Bank, 2020). Businesses globally are majority categorized as MSMEs, and they are important employers (International Labour Organization (ILO), 2019). Approximately 90% of all companies and over 50% of all employment worldwide are held by MSMEs. In underdeveloped countries, the GDP of formal MSMEs can account for up to 40% of total GDP. If informal MSMEs are taken into account, this figure might be substantially higher. Many

governments have given the research of MSMEs top importance due to their substantial economic impact and vast employment base (Dash, 2018; Kumar & Gajakosh, 2021; Nadaf & Kadakol, 2017). Quaye & Mensah (2018) research indicates that MSMEs may sustain the competitive edge of their existing goods by leveraging specialized marketing resources and capabilities concurrently.

MSMEs provide major contributions to GDP of Indonesia and to the Indonesia's economy (Muliadi, Darma, & Kasuma, 2020; P. E. Prasetyo, 2020; P. Prasetyo & Kistanti, 2020). However, as they expand, they continue to face a variety of obstacles in entrepreneurship, company management, finance management, and HR management. (Hernita, Surya, Perwira, Abubakar, & Idris, 2021; Mayr, Mitter, Kücher, & Duller, 2021; Salamzadeh & Dana, 2021; Sarvari, Chan, Alaeos, Olawumi, & Abdalridah Aldaud, 2021). In comparison to major firms, human resource competences, skills, and knowledge remain inadequate (Hernita et al., 2021; Purnamawati, Jie, Hong, & Yuniarta, 2022; Surya et al., 2021). Many MSMEs' HR policies frequently hinder the generation and sharing of knowledge. According to several studies (Alhusen & Bennat, 2020; Demirkan, Srinivasan, & Nand, 2022; Heenkenda, Xu, Kulathunga, & Senevirathne, 2022; Madrid-Guijarro, Martin, & García-Pérez-de-Lema, 2021), MSMEs also often participate in less management development activities than big enterprises.

However, because it's crucial to look at the aforementioned characteristics in the context of MSMEs, MSMEs are another subject of interest for academics. Salespeople and employees are critical to the survival and profitability of MSMEs, which are growing and vital businesses in many countries (Tajeddini, 2016). Furthermore, leadership styles influence employee performance, the attitudes and practices of (T Budur, 2018; Saleem, Bhutta, Nauman, & Zahra, 2019). Wahab et al. (2016) assert that aspects of leadership styles affect worker performance. For reason, it's critical to investigate how transformational leadership (TL) affects worker performance in MSMEs. According to Crede et al. (2019), TL could be useful in poor countries to improve worker performance. Furthermore, some research indicates that because of its role model, TL may be qualified for and positively associated with MSMEs (Taylan Budur & Demir, 2022; Rawung, Wuryaningrat, & Elvinit, 2015; Vargas, 2015). More research on the topic is needed to explain the noteworthy correlation between TL, Motivation, OCB, and Performance in MSMEs. Furthermore, as the effects of the TL, Motivation, and OCB components on workers differ according on the culture, demographics, and degree of development of the nation, it is imperative to look at each component separately.

Furthermore, it can be argued that this study differs from others in that, despite the findings of numerous previous investigations on the subject at hand, no comprehensive study has been discovered examining the relationship between Motivation and TL mediated OCB on Performance. The literature suggests that transformational leadership, motivation, and performance are critical for enhancing both individual and organizational performance, despite a study shortage in this area. To completely comprehend the workings of this connection and to pinpoint workable implementation techniques for transformational leadership and motivation in performance, more study is required.

The researchers then investigated the mediator role of OCB in the connection between TL and Motivation on performance. Goal of the research is to ascertain how TL affects OCB, how Motivation affects OCB, how TL affects Performance, how Motivation affects Performance, and how OCB mediates as a significant factor linked to both constructs. Because the mediation impact was not considered in previous studies, which frequently examined the four components separately, the mediation analysis presented in this work is a novel contribution to the area. Numerous related associations have been examined in earlier research; however, none of these studies utilized mediation analysis in their earlier conclusions.

### **Literature Review and Hypothesis**

The researchers next explored the effect of OCB as a mediator in the connection between TL and Motivation on performance. Goal of the research is to evaluate the influence of TL on OCB, effect of Motivation on OCB, effect of TL on Performance, effect of Motivation on Performance, and the mediating effect of OCB as an important factor linked with both constructs. Previous research has often explored the four components independently, without taking into account the mediation effect; as a result, the mediation analysis provided in this study is an original addition to the field of study. Previous studies have looked at a variety of similar correlations, however none of these studies included mediation analysis in their previous findings.

### ***Transformational Leadership (TL) and Organizational Citizenship Behavior (OCB)***

TL leaders utilize their charisma to lure in followers and make the organization's aims and objectives apparent, increasing worker engagement. A leader who demonstrates encouraging conduct motivates followers to fulfill their job tasks is said to be exhibiting inspirational motivation (Tajeddini, Ratten, & Denisa, 2017). Majeed et al. (2017) state that TLs can enhance communication quality, which raises employee preparedness to demonstrate good citizenship at work. Individual attention is the process by which a leader establishes a welcoming environment in which they take into account each follower's unique issues to increase motivation (Khalili, 2017). According to Mi et al. (2019), leaders' personalized attention and support foster altruistic behaviors (OCB) in the workplace. As stated by Budur & Poturak (2021) and Buil et al. (2019), charismatic actions are used by TL to draw followers and make the organization's mission clear. (Alhashedi, Bardai, & Mahyoub, 2020; Taylan Budur & Demir, 2022; Dartey-Baah, Anlesinya, & Lamptey, 2019; Khan, Khan, Soomro, & Khan, 2020; Lee, Woo, & Kim, 2018; Migdadi, Zaid, Yousif, Almestarihi, & Al-Hyari, 2017; Rita, Payangan, Rante, Tuhumena, & Erari, 2018). Furthermore, research has demonstrated a beneficial relationship between TL and OCB. The following is the first hypothesis to be investigated in this study, based on the data previously presented:

**Hypothesis 1 (H1): TL has a positive impact on OCB*****Motivation and Organizational Citizenship Behavior (OCB)***

Significance of motivation lies in the fact that individuals may not always be aware of what they truly desire, thus their actions are driven by subconscious motivations or desires. This suggests that a person's decisions are influenced by the appeal of various options and the amount of effort required. Motivation is successful when a person understands his or her function in the business. (Rita et al., 2018). Employees that feel invigorated and vitalized at work are more determined to attain their job goals or even outperform their peers. As a result, they may be able to contribute back to their colleagues and organizations via OCB. Employees that thrive at work, according to Han & Hwang (2021), Liu et al. (2020), and Zhang et al. (2023), are a primary trigger that stimulates creative behavior. Furthermore, research have found a beneficial association between motivation and OCB. (Li & Wang, 2022; Mi et al., 2019; Wu, Chen, & Wang, 2023). According to the data provided above, the second hypothesis that will be explored in this study is as follows:

**Hypothesis 2 (H2): Motivation has a positive impact on OCB*****Transformational Leadership (TL) and Performance***

According to Chammas & Hernandez (2019), the majority of research of TL and performance has only focused at direct and restricted correlations. Sahibzada et al. (2016) discovered a favorable substantial link between TL on employee work satisfaction. Orabi (2016) found that inspiring motivation, intellectual stimulation, and individual concern had a good effect on organizational performance, but idealized influence had no significant association. Linge & Sikalieh (2019) found a connection between TL and worker productivity. The existing literature indicates that rather than examining the dimensions of TL, the bulk of studies on TL and performance have only looked at direct and restricted correlations. (Anshori, Karya, Muslihah, & Herlambang, 2020; Taylan Budur & Demir, 2022; Kalsoom, Ali Khan, & Sohaib Zubair, 2018; Top, Abdullah, & Faraj, 2020); however, detailed studies are extremely rare. The third hypothesis being evaluated in this investigation is the following, based on the facts already presented:

**Hypothesis 3 (H3): TL has a positive impact on performance*****Motivation and Performance***

Motivation refers to amount of effort required to achieve a goal. Motivation is strongly linked to job performance and worker or employee happiness. Since managers are required to work with others by definition, this motivation is essential for them (Hu, Dollard, & Taris, 2022). To influence people to act in a way that best serves the interests of the company, managers must have a thorough understanding of the behaviors of specific individuals. The capacity to inspire others to want to put in a lot of effort in order to achieve their individual and organizational goals is known as motivation. An invisible force known as motivation drives us to act or behave a certain way. Contact is the psychological situation that leads to motivation. Workplace demands and outside variables affecting workers' conduct (Yang, Kim, & Kim, 2021). Motivation is an attitude and mental state that drives behavior toward needs, encourages action, and produces energy. Schwegker & Dimitriou (2021), define explanation as someone's motivation to act in a way that

will benefit them achieve a certain goal by trying to create situations that will direct their behavior toward that goal. The motivation behind an activity is what propels it toward the goal of achieving self-satisfaction. Employee motivation is determined by their attitude toward their workplace. A person's motivation is what makes them want to take action. Serving for a cause is a common way for people to accomplish goals. Motivation is an aspiration that is directed by a plan and seldom appears on its own. Based on Tian et al. (2016), motivation is the capacity to lead individuals and groups of people to function well in order to simultaneously fulfill the needs of the individual and the objectives of the organization. Motivating people leads to better performance (Groening & Binnewies, 2019; Hosen et al., 2021; Kusa, Duda, & Suder, 2021; Rita et al., 2018). This link is favorable. Based on the facts supplied thus far, the fourth hypothesis to be tested in this investigation is the following:

**Hypothesis 4 (H4): Motivation has a positive effect on performance**

***Organizational Citizenship Behavior (OCB) and Performance***

OCB is a redundant individual behavior which is not directly nor formally acknowledged in a formal working framework, but which can increase the overall performance of organizational operations. In overall, an organization thinks that in order to achieve excellence, it needs to maximize individual performance. Individual performance influences team or workgroup performance, which in turn impacts the whole performance of the company (Rita et al., 2018). OCB is a significant predictor of productivity at work, performance, and cooperation. While the previous study used a variety of OCB dimensions. (Kaya, 2015). Furthermore, Rita et al. (2018) discovered a substantial favorable relationship between OCB and employee performance. According to Crede et al. (2019), cultural values are important in explaining the success of Employee Performance across nations. OCB correlates positively with performance.(Taylan Budur & Demir, 2022; Rita et al., 2018). Based to the data presented above, the fifth hypothesis that will be examined in this study is as follows:

**Hypothesis 5 (H5): OCB has a positive effect on performance**

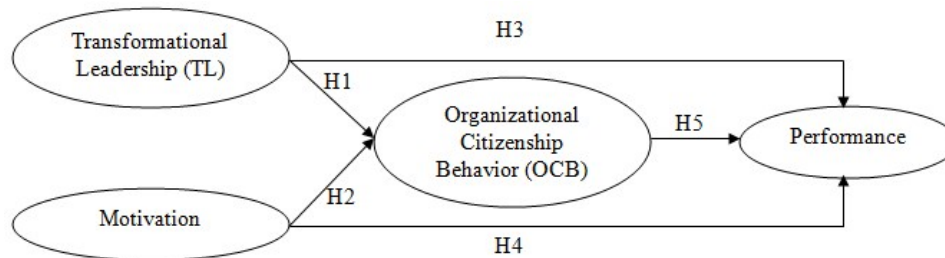
***Organizational Citizenship Behavior (OCB) as Intervening Variable Between Transformational Leadership (TL) and Motivation on Performance***

Researchers have identified some essential antecedents of OCBs, and the beneficial effects of OCBs have been proven to include improved individual and group performance (Selamat & Ran, 2019; H. Tian et al., 2020). In China, Jiang et al. (2017) found that OCBs are a potent mediator among TL and long-term task performance. Selamat & Ran (2019) similarly indicated that OCBs are a dominant mediator that increases team members' helpful behaviors. They also discovered that employees' perceptions of procedural justice have a favorable influence on organizational performance through OCB. Tian et al. (2020) proposed that OCBs promote pleasant outcomes for workers in the workplace and discovered that OCBs play a major beneficial mediation function in the connection between TL and employee retention. According to (Crede et al., 2019). (Crede et al., 2019). (Crede et al., 2019)., TL personalities are more successful in developing countries. The

association in the region between TL features and employee performance may be significantly mediated by OCB. According to Nohe & Hertel (2017), good employee outcomes and transferability are significantly impacted by citizenship policies. . Rita et al. (2018) found that through OCB, TL significantly affects worker performance. According to Darma (2018), the OCB variable mediated the results of assessing the impact of mediation (intervening) the link between job motivation and employee performance characteristics. Based to the facts supplied thus far, the sixth hypothesis to be examined in this study is the following:

**Hypothesis 6 (H6): Organizational Citizenship Behavior (OCB) as intervening variable through TL and motivation on performance**

Based on the literature study, past research, and assumptions, researchers built an model of empirical research:



**Figure 1.** Model of empirical research.

**Method**

**Research Approach**

Descriptive research approaches are based on the idea that the most basic type of research is to observe (collect data about) a specific occurrence, generally at a single moment of time in a cross-sectional survey. The premise enables qualitative research methods to function on the premise which the most fundamental sort of study is to witness (gather data about) a specific occurrence. (Esitti & Kasap, 2019). This makes it possible for the study to respond to the queries it raised. In order to find the themes indicated before, the first step in using this approach is to do research in the appropriate literature review. A framework for investigation is created after taking into account earlier research in the field. Following that, the survey and SEM were used to establish and evaluate predicted relationships.

**Operational Definitions**

**Table 1.** Operational definitions

No	Variables	Definitions	Indicators
1	Transformational Leadership (TL)	a style of leadership that enhances contextual and task-specific	Idealized influence

No	Variables	Definitions	Indicators
		performance behaviors (Al Kindy, Shah, & Jusoh, 2016).	Inspirational motivation Intellectual stimulation Individual consideration (Taylan Budur & Demir, 2022)
2	Motivation	Since people can't always achieve their goals, motivations or underlying needs impact the way they behave. (Rita et al., 2018)	Valence Hope Instrument (Rita et al., 2018)
3	Performance	The additional labor that employees put in to support the firm's value generation process of organizational performance and effectiveness (Sulich, Sołoducho-Pelc, & Ferasso, 2021; Zaim, Demir, & Budur, 2020)	Work result Workplace behavior Personal nature (Rita et al., 2018)
4	Organizational Citizenship Behavior (OCB)	Voluntary actions taken by employees beyond what is asked of them, such as lending a hand to others, adhering to policies, resolving issues, and being understanding of workplace difficulties (Jiang, Zhao, & Ni, 2017)	Courtesy Civic virtue Sportsmanship Conscientiousness (Taylan Budur & Demir, 2022)

### **Sample**

221 individuals from a range of MSMEs in Central Java made up the sample. The data gathering period spanned June 2022 until October 2022. There were a thousand surveys sent out, however, only the responses from the respondents indicated that they had used at least one variation of the request form and supplied responses to the questions for the following research. A total of 221 complete, valid surveys. The person conducting the study created the questionnaire and collected data using Google Forms. Next. In the circumstances of the study, face-to-face communication was not feasible, thus Google Forms were utilized for data gathering. No identifying information was supplied in any questionnaire or request for participation in the research, and therefore respondents' names were kept anonymous.

### Questionnaire

Cross-sectional data helps to confirm that the proposed theoretical model is viable. Data was gathered by employing techniques that were predicated on a target population survey. A five-point Likert scale was utilized to assess the signals for each category. The scale's anchors run with 1 expressing strong disagreement and 5 reflecting strong agreement. (Chatterjee, Chaudhuri, González, Kumar, & Singh, 2022; Dubey et al., 2019; Gupta, Justy, Kamboj, Kumar, & Kristoffersen, 2021).

### Data analysis

Researchers presented their findings on knowledge development as a mediator element in the relationship between network capabilities and MSMEs' success using Smart PLS software. Following the initial stage of identifying the measurements of elements and structurally model, the researcher created a satisfactory bootstrap estimation. To get a deeper understanding of the relationship among both variables, the present research aimed to investigate not only the direct and total impacts of the network capacity and knowledge generation constructs, but also their indirect effects through mediators.

### Results

The second table provides details for each parameter; it is given below. First, the researcher loaded indicator loadings that take discriminant accuracy, convergent accuracy, and reliability of internal consistency into account. This marks the start of the procedure. It is advised that the sorts of approaches listed above be used in the model to measure the reflective structure (Aleksandar, Nemanja, Marko, & Radmila, 2020). Aside from the techniques given, there is another evaluation called the Common Method Biases (CMB) test. If deleting loading factors values between 0.4 and 0.7 has no influence on AVE and composite dependability, then they should be retained in place. (Berber, Slavić, & Aleksić, 2020; Gašić & Berber, 2021; Hair, Hult, Ringle, & Sarstedt, 2017). Future studies would not be able to incorporate certain components due to extremely low loading values. Table 3 shows that the indicator items (refer to Figure 2) have a loading factor greater than 0.874.

Table 3 displays conceptual validity, dependability, and indication reliability. Table 3 shows the outcomes of reliability tests, that were calculated based on the average variance extracted, a composite reliability, and Cronbach's alpha. The highest recorded scores, according to the researcher, were 0.895 (Motivation), 0.941 (OCB), 0.901 (Performance), and 0.921 (TL). According to numerous researchers' ideas, Cronbach's Alpha was used to examine the data, and this is the outcome. (Bjekić, Strugar Jelača, Berber, & Aleksić, 2021; Taber, 2018).

**Table 2.** Descriptive statistics for each variable in the study.

	N	Min	Max	Mean	Deviation std.
TL	221	3	5	3.92	0.81



M	221	3	5	4.00	0.81
P	221	3	5	3.93	0.85
OCB	221	3	5	3.91	0.79

Source: Authors

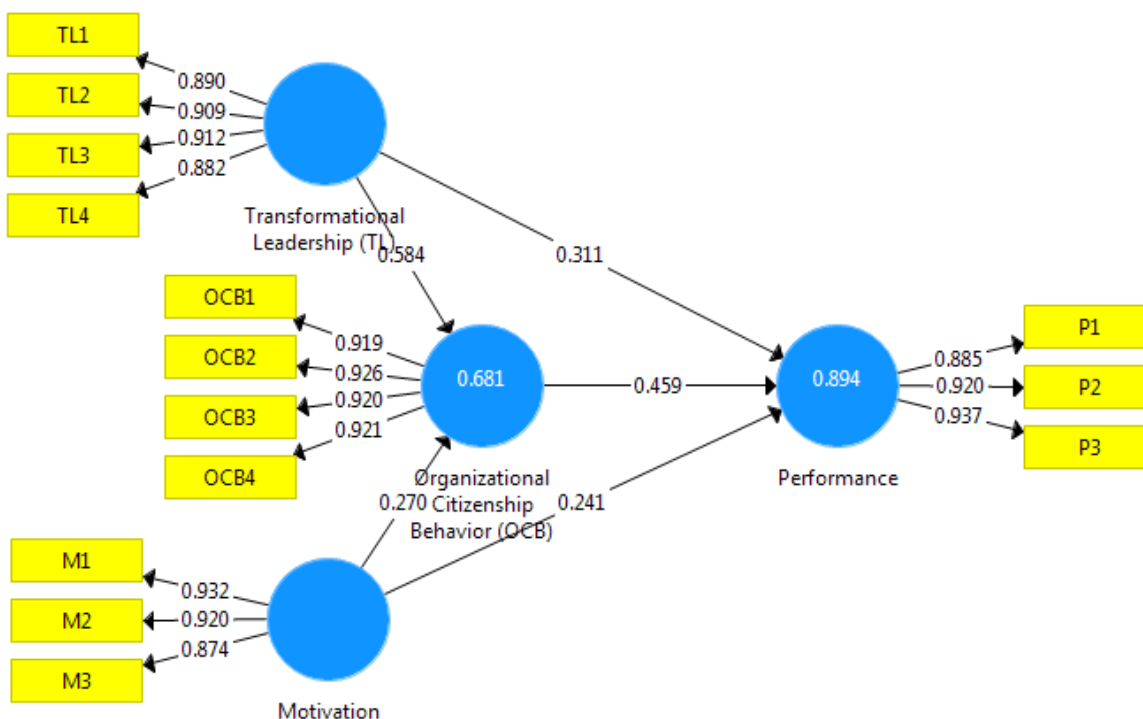


Figure 2. Estimated path coefficients.

Table 3. Reliability indicators and construct reliability and validity.

	Alfa Cronbach	rho_A	CR	AVE
Motivation	0.895	0.899	0.934	0.826
OCB	0.941	0.946	0.958	0.849
Performance	0.901	0.905	0.938	0.835
TL	0.921	0.925	0.944	0.807

Source: Authors.

From 0.934 for Motivation, 0.958 for OCB, 0.938 for Performance, and 0.944 for TL the greatest composite dependence value ever recorded the build composite dependency numbers vary. Some

academics contend that 0.7 should be the minimum acceptable Critical Composite (CR) level and that this should be accepted. From the information provided in Table 3, as shown above, analysts may infer that the CR requirements have been satisfied. This helps us to determine if the CR requirement is reached. Since the CR value is greater than the Cronbach Alpha value but the difference between the two is not statistically significant, the composite reliability value might be utilized as a replacement to Cronbach Alpha (Peterson & Kim, 2013).

Testing the derived average variance (AVE) is how validity convergence is evaluated. The table above displays the AVE values as they are often presented. The findings are as follows: 0.826 for Motivation, 0.849 for OCB, 0.835 for Performance, and the highest-ever recorded 0.807 for TL. 0.5 is the absolute lowest AVE value that may be deemed acceptable (Rouf & Akhtaruddin, 2018). We may conclude that convergence validity has been successfully in all three areas since the acceptability requirements have been met. These conclusions have been founded on the information shown in the table above. Three strategies for analyzing discriminant validity hypotheses include the cross-weight indicator, which Fornell-Lacker criteria, and heterotrait-monotonic correlation ratio. (Ab Hamid, Sami, & Mohmad Sidek, 2017). Table 4 shows the cross-loading methods utilized to assess validity for discrimination.

If the loadings of indicators for the measurement model's constructively structure exceed those for all other constructs, the model used for measurement is going to have sufficient validity to be discriminant. The findings demonstrate that each beam has a higher load than the other beams in the identical columns and rows. This is displayed in Table 5, which is just above this one, and it clearly identifies each latent variable depending on the data gathered. The cross-loading study's results demonstrate that the measurement model's discriminant validity has been proven.

Table 5 displays evidence supporting discriminant validity using the Fornell-Lacker criteria. To satisfy the Fornell-Lacker criteria, the AVE the latent variable, which root value must exceed the sum of all relationships with the latent variables in question. The researcher can infer that discriminant validity has been met since the AVE the root value across the diagonal exceeds all of the values that are provided below for each of the variables. This conclusion is According to information that was collected by the researcher. Table 6 shows the investigation's findings, which illustrate the heterotrait-monotrait comparison (HTMT). Has discriminant validity.

**Table 4.** Discriminant validity—cross loading.

	Motivation	OCB	Performance	TL
M1	0.932	0.749	0.805	0.807
M2	0.920	0.685	0.803	0.824
M3	0.874	0.647	0.722	0.672
OCB1	0.682	0.919	0.777	0.721
OCB2	0.778	0.926	0.920	0.824
OCB3	0.649	0.920	0.748	0.686
OCB4	0.698	0.921	0.840	0.750
P1	0.792	0.718	0.885	0.781

P2	0.778	0.926	0.920	0.824
P3	0.777	0.800	0.937	0.829
TL1	0.747	0.624	0.745	0.890
TL2	0.711	0.661	0.764	0.909
TL3	0.787	0.807	0.841	0.912
TL4	0.790	0.802	0.828	0.882

Source: Authors.

**Table 5.** Discriminant validity: Fornell-Lacker criteria.

	Motivation	OCB	Performance	TL
Motivation	0.909			
OCB	0.765	0.922		
Performance	0.855	0.896	0.914	
TL	0.847	0.813	0.888	0.898

Source: Authors.

**Table 6.** Discriminant validity: heterotrait-monotrait (HTMT).

	Motivation	OCB	Performance	TL
Motivation				
OCB	0.828			
Performance	0.952	0.963		
TL	0.928	0.860	0.970	

Source: Authors.

All HTMT values more than 0.9 Show that the elements differ sufficiently, meaning that each component represents a different collection of events. (Hair, Risher, Sarstedt, & Ringle, 2019). This is based on the fact that the values surpass 0.9. Based on the data acquired as seen within the Table previously, the investigator was judged that the HTMT the requirements for discriminant validity had been met. This judgment was made after analyzing all the data provided. This is because each derived number exceeds 0.9 (Kock, 2015; Wong, 2013; Iqbal et al., 2021; Hair et al., 2019).

The final stage is to examine the influence of independent variables. TL and Motivation for variables that depend OCB & Performance, as well as the function of OCB serves as a mediator in the interaction of TL, Motivation, and Performance.  $R^2$  (R-squared), a statistical estimation of the ratio of variation explained by the independent variables, indicated that the value of "OCB" was 68.1%, while the value of "Performance" was 89.4%, and both of these values were explained by the model's independent variables "TL and Motivation".  $R^2$  is an indicator of statistics that reflects how much variance in a dependent variable can be ascribed to a certain variable that is independent.

Table 7 provides information on model variables. This table shows the variable means, standard deviations, T-statistics, and p-values.

**Table 7.** Mean, Standard deviation, T-statistic, and p-value.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	p Values	Results
Motivation - > OCB	0.270	0.273	0.064	4.215	0.000	Accepted
Motivation - > Performance	0.241	0.241	0.050	4.811	0.000	Accepted
OCB -> Performance	0.459	0.459	0.036	12.622	0.000	Accepted
TL -> OCB	0.584	0.582	0.064	9.174	0.000	Accepted
TL -> OCB - > Performance	0.268	0.267	0.037	7.251	0.000	Accepted
Motivation - > OCB -> Performance	0.124	0.125	0.030	4.083	0.000	Accepted

Source: Authors.

Based of data supplied in Table 7, the examiner can make the conclusions as bellow: Motivation has a favorable and significant influence on OCB ( $\beta = 0.270$ ;  $T = 4.215$ ;  $p = 0.000$ ), as well as Performance ( $\beta = 0.241$ ;  $T = 4.811$ ;  $p = 0.000$ ); There is a favorable and important relationship on OCB and Performance ( $\beta = 0.459$ ;  $T = 12.622$ ;  $p = 0.000$ ), TL and OCB ( $\beta = 0.584$ ;  $T = 9.174$ ;  $p = 0.000$ ), and TL and Performance ( $\beta = 0.311$ ;  $T = 5.729$ ;  $p = 0.000$ ). The study demonstrated a positive mediating impact between OCB and Performance, with a significant indirect impact of TL on Performance ( $\beta = 0.268$ ;  $T = 7.251$ ;  $p = 0.000$ ), indicating that OCB mediated the effect of TL on performance. The study demonstrated a positive mediating relationship of OCB and Performance, with a substantial indirect impact of Motivation on Performance ( $\beta = 0.124$ ;  $T = 4.0831$ ;  $p = 0.000$ ). This is due to the fact that OCB mediates the impact of Motivation on Performance. There are because the direct influence of TL and motivation on performance via OCB is strong. Figure 3 illustrates the correlation between these factors visually.

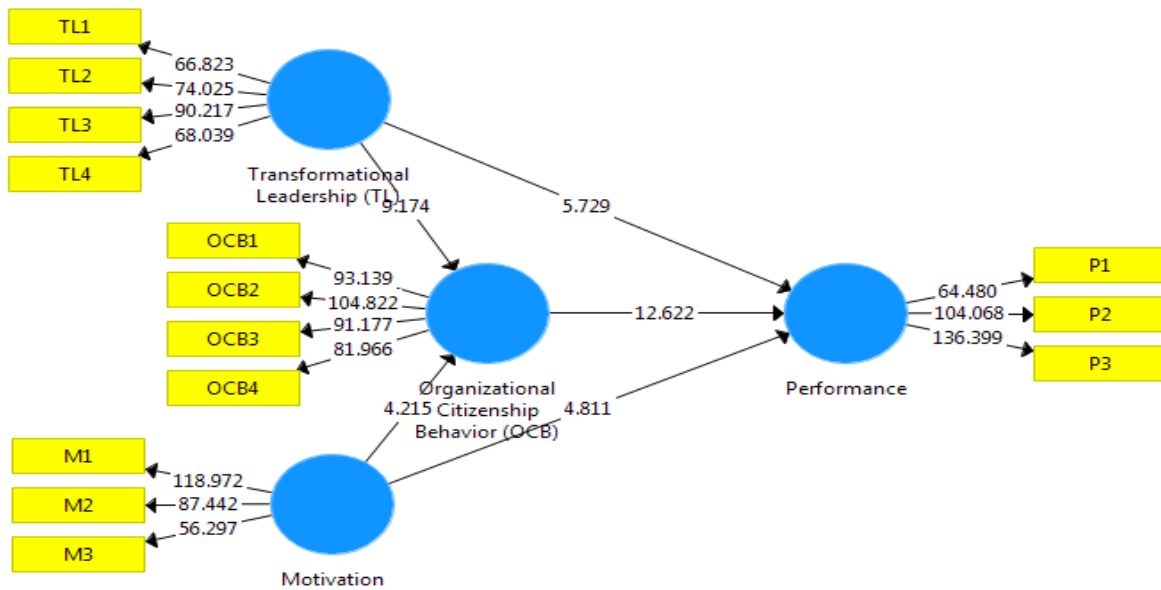


Figure 3. Path model with bootstrap results.

## Discussion

### *The Effect of Transformational Leadership (TL) and Organizational Citizenship Behavior (OCB)*

Initial study findings show that TL has a favorable and strong impact on OCB, this means that the first hypothesis is validated. TL leaders utilize charismatic attributes to acquire supporters and create the company's mission and goals, which results in higher employee engagement. Inspirational motivation is defined as a leader's encouraging conduct that motivates followers to complete their job obligations ((Tajeddini et al., 2017). Based to Majeed et al. (2017), TLs may enhance communication skills and employee preparedness to demonstrate citizenship behaviors in work environments. Specific attention refers to a leader providing a pleasant environment in which they regard their followers' specific problems in order to increase motivation (Khalili, 2017). Mi et al. (2019) stated that leaders' customized attention and support improve altruistic behaviors (OCB) in the workplace. According to Buil et al. (2019) and Budur & Poturak (2021), Leaders employ attractive behaviors to gain supporters and establish the organizational purpose. Furthermore, studies have revealed a favorable link between TL and OCB ((Alhashedi et al., 2020; Taylan Budur & Demir, 2022; Dartey-Baah et al., 2019; Khan et al., 2020; Lee et al., 2018; Migdadi et al., 2017; Rita et al., 2018).

### *The Effect of Motivation on Organizational Citizenship Behavior (OCB)*

Initial study findings reveal that motivation has a favorable and strong impact on OCB, hence the second hypothesis is accepted. The importance of motivation stems from the reality that people are not always aware of what they genuinely want, hence their actions are influenced by subconscious motives or wants. This shows that the attraction of different possibilities, as well as the amount of work necessary, impact a person's selections. Motivation is successful when a

person understands his or her job within the business (Rita et al., 2018). Workers with a sense invigorated and vitalized at work are more driven to meet or surpass their peers' expectations. As a result, they may be able to contribute back to their colleagues and organizations via OCB. Employees who excel at work, according to Han & Hwang (2021), Liu et al. (2020), and Zhang et al. (2023), are a main motivator for innovative activity. Furthermore, research has demonstrated that motivation and OCB are positively related (Li & Wang, 2022; Mi et al., 2019; Wu et al., 2023).

### ***The Effect of Transformational Leadership (TL) on Performance***

The first research data reveal that TL has a beneficial and significant impact on performance; hence, the third hypothesis is accepted. According to Chammas & Hernandez (2019), TL has a huge impact on staff performance. Sahibzada et al. (2016) found a substantial beneficial association of TL and employee work satisfaction. Orabi (2016) revealed that inspiring motivation, intellectual stimulation, and individual caring all had a favorable impact on organizational performance, but idealized influence had no discernible effect. Linge & Sikalieh (2019) It has a link of TL and employee performance. According to the present literature, most studies on TL and performance have only looked at direct and narrow correlations, instead of studying the dimensions of TL. (Anshori et al., 2020; Taylan Budur & Demir, 2022; Kalsoom et al., 2018; Top et al., 2020); however, thorough investigations are quite sparse.

### ***The Effect of Motivation on Performance***

Initial study findings show that motivation has a positive and considerable influence on performance, hence the fourth assumption is accepted. Motivation is the amount of effort a person makes to achieve a goal. Worker or employee satisfaction and performance are inextricably linked to motivation. This incentive is vital for managers since, by definition, they must deal with other people (Hu et al., 2022). Executives must understand certain individuals' behaviors in order to persuade them to comply to the organization's demands. Motivation is the capacity to inspire people to work hard to achieve personal or organizational goals. Motivation is an invisible force that drives or urges us to behave or act in a certain way. Motivation is a psychological state induced by an experience. Employee requirements and external effects on employee behavior (Yang et al., 2021).

Motivation is an emotional condition and attitude that creates energy, motivates effort, and drives behavior towards meeting needs. Based to Schwepker & Dimitriou (2021), A justification is what drives an individual to behave in order to achieve a certain goal by seeking to create conditions in him that will direct his behavior toward the desired outcome. Motivation is the motivating force that motivates conduct toward achieving satisfaction with themselves. A worker's mindset about his or her work influences their motivation. A person's motivation is the desire that drives them to perform. People typically volunteer for a cause to attain a certain aim. Motivation is a desire that is guided by a strategy and seldom manifests itself in isolation. Tian et al. (2016) describe motivation as the capacity to steer people and organizations to success, allowing individuals'

aspirations and organizational goals to be satisfied simultaneously. Motivation and performance are positively correlated (Groening & Binnewies, 2019; Hosen et al., 2021; Kusa et al., 2021; Rita et al., 2018).

### ***The Effect of Organizational Citizenship Behavior (OCB) on Performance***

Initial study findings that OCB has a favorable and substantial impact on performance, showing that the fifth hypothesis is correct. OCB is a redundant individual activity that is not directly or formally recognized in an official system of work but has the potential to boost overall organizational success. In general, an organization believes that to attain greatness, it must optimize individual performance, because individual performance influences team or work group performance, which in turn affects overall company success. (Rita et al., 2018). OCB is a strong predictor of productivity at work, performance, and collaborations. Although past study has used varied OCB dimensions (Kaya, 2015). Furthermore, Rita et al. (2018) found a substantial positive association between OCB and employee performance. Crede et al. (2019) suggest that cultural values are critical in understanding the effectiveness of employee performance across nations. OCB has a positive correlation with performance (Taylan Budur & Demir, 2022; Rita et al., 2018).

### ***Organizational Citizenship Behavior (OCB) as Intervening Variable Between Transformational Leadership (TL) and Motivation on Performance***

The first research results reveal that OCB acts as an intervening variable between TL and Motivation on Performance, implying that the sixth hypothesis is supported. Researchers have discovered certain critical antecedents of OCBs, and their positive impacts have been demonstrated to include better individual and group performance (Selamat & Ran, 2019; H. Tian et al., 2020). In China, Jiang et al. (2017) discovered that OCBs can act as a potent mediator of TL and long-term task performance. Selamat & Ran (2019) found that OCBs are an effective mediator of team members' helpful actions. They also observed that employees' views of procedural justice improve organizational effectiveness using OCB. Tian et al. (2020) proposed that OCBs promote positive workplace outcomes and discovered that they play a significant beneficial mediation function in the relationship between TL and employee retention. TL personalities perform better in undeveloped countries (Crede et al., 2019). OCB might have an important moderating function in the link between TL characteristics and employee Performance within the area. Nohe & Hertel (2017) Nohe & Hertel (2017) propose that citizenship policies have a considerable influence on both TL and good employee outcomes. Darma (2018) the OCB factors were shown to moderate (intervene in) the correlation of job motivation characteristics and employee performance variables.

### **Conclusion**

The study's findings indicate that the TL and Motivation elements have a direct influence on performance and contribute to its success. Furthermore, TL and Motivation have an indirect affect

on performance through OCB. OCB as an intermediary in the relationship of TL and motivation to performance.

This study has practical consequences, including the possibility of integrating TL and Motivation to boost performance. These consequences can be found in the possibility for improved performance. This is critical since practically every performance in the contemporary age has identified the most serious difficulties. Using this research technique and data analysis, this study is one of the first in Indonesia to address the concerns of TL, Motivation, OCB, and performance. As a result, the findings of this study have the potential to be a beginning point for the formulation and proper implementation of performance and flexible work programs.

The main theoretical implication lies in increasing performance about the impact of OCB on the interaction between TL and Motivation and performance. The importance of outcomes is significantly affected by this impact directly. The study looked at the influence that mediation has, and based on the results, the researcher came to the conclusion that OCB serves as a mediator in the stated influence. The result of this study add to the expanding performance not just on the effect of TL and Motivation factors on OCB and performance, but also on the precise links that exist between the three concepts.

The fact that this study is only research data collected by MSMEs in Central Java Indonesia is one possible limitation of this study. This presents a major barrier to entry. One of the most important considerations to make is the sample size used. Despite the fact that 221 MSMEs is a relatively small sample size, the use of Smart PLS software demonstrated that the quantity of people who participated in the sample was sufficient to provide findings and validate the data's legitimacy. This occurred despite the fact that the sample size was large enough to establish the data's authenticity. The PLS-SEM procedure was able to move ahead with 221 responses since the amount met the criteria associated with the tenfold rule, that says the requirement must be met with a number ten times the maximum number of inner model paths directed at a specific build in the inner model. The ten times rule indicates that the criterion must be satisfied with 10 times the maximum number of inner model pathways directed at a certain construct in the inner model. Future study on organizations should be undertaken based on continents and countries; also, more thorough empirical investigations should be conducted. This study focuses on TL, Motivation, and OCB as well as performance, drawing on previous research results to inform its methodology. On the other hand, it is necessary to determine which aspects of TL, Motivation, OCB, and performance depend on the unique characteristics of MSMEs. In future studies, qualitative research methodologies, such as grounded theory or Delphi methodology, should be used to discover TL, Motivation, OCB, and performance. According to the results of this study, there should be further examination of the effectiveness of the research.

Although the types of MSMEs are very diverse, such as social enterprises and MSME groups, the study has several limitations because it was undertaken without considering the diversity of characteristics of the various types of MSMEs. In the not-too-distant future, it will be possible to conduct empirical research as well as studies on comparative analysis by type by considering different types of MSMEs that simultaneously seek social goals and economic goals.



In addition, this study did not include controls for the predicted correlations, such as gender, age, or MSME sector, which could lead to some interesting findings in the future. As a consequence, it is reasonable to incorporate age, marital status, family status, gender, and other control characteristics as moderators in the analysis, which may be beneficial, and this is recommended for future research. Therefore, the practical impact for owners using TL, Motivation, and, OCB, and performance variables at the scale of MSME level will be highlighted.

In the future, research on TL, Motivation, OCB, performance, and MSMEs can be expanded to include research on specific objects, subjects (including samples and key informants), sectors of MSMEs that have rarely been studied in the past. The study of TL, Motivation, OCB, performance, and MSMEs in the agricultural sector deserves to be the focus of other research.

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