

The influence of transformational leadership and self-efficacy on employee performance with OCB as a mediating variable at PT Star (Semen Bima Corporation) Ajibarang



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ABSTRACT

This study uses Organizational Citizenship Behavior (OCB) as a mediating variable to examine the impact of Transformational Leadership and Self-Efficacy on worker performance, at PT. Sinar Tambang Arthalestari (PT. STAR/Semen Bima Corporation) in Ajibarang. The study uses an explanatory research method with a quantitative approach. With a 10% margin of error, the Slovin formula yielded a sample size of 121 out of the 450 employees in the population. Stratified Random Sampling was used as the sampling technique, data data were examined using SmartPLS 4.0 in conjunction with Structural Equation Modeling-Partial Least Squares (SEM-PLS). According to the findings, transformational leadership influences employee performance indirectly, whereas Self-Efficacy exerts consequences that are both direct and indirect. OCB successfully mediates the relationship between these variables: it fully mediates the impact of transformational leadership on worker productivity and somewhat moderates the impact of self-efficacy. These findings demonstrate that enhancing OCB serves as a crucial mechanism for improving employee performance, particularly by bridging the effects of transformational leadership and strengthening the impact of self-efficacy on output.

Keywords: Transformational Leadership; Self-Efficacy; Employee Performance;
Organizational Citizenship Behavior



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INTRODUCTION

Effective personnel management is essential to a business's success, as having competent employees is key to achieving business goals and results. Efforts in this area focus on the effective utilization of human capital and the development of a positive corporate culture to drive employee motivation and productivity. Staff competence and quality are fundamental to navigating external challenges; through effective management, these capabilities can be transformed into a significant Long-term prosperity and a competitive edge. Furthermore, well-designed human resource policies can serve as a source of long-term competitive edge; as a result, a business's success depends heavily on how human resources are managed and aligned to achieve strategic objectives. (Pahira et al., 2023). This confirms the theory that employee performance is a tangible indicator of the extent to which the HR function contributes to organizational productivity.

Furthermore, according to Mangkunegara (cited in Ismoyo, 2023), employee performance outcomes encompass both qualitative and quantitative aspects of achievements and tasks performed within the scope of specific responsibilities. Optimal results can only be attained through effective performance management that enables every employee to carry out their responsibilities as effectively as possible. For PT. Sinar Tambang Arthabelas (PT. STAR/Semen Bima Corporation), effective performance management is a key factor in achieving business objectives and strengthening the company's competitiveness.

PT. Sinar Tambang Arthalestari (PT. STAR) operates in the fields of raw material processing and cement manufacturing under the brand name Semen Bima. In the mining industry specifically at PT. STAR's facility in Ajibarang maintaining stable and efficient operational performance is crucial for ensuring smooth operations and meeting production targets. According to Anjar Aryanto, Head of the Mining Department at PT. STAR, equipment performance is evaluated using Key Performance Indicators (KPIs); these indicators serve as the foundation for planning and objectively assessing work outcomes. PT. STAR's KPI system rests on four pillars: operational management and HSE (Health, Safety, and Environment), which entails ensuring compliance with safety standards to achieve a zero-accident target; production efficiency, focusing on reducing equipment downtime particularly for raw material grinding machines, kilns, and the cement plant itself; adherence to established Standard Operating Procedures (SOPs) during the processing of limestone and clay; and quality control, which emphasizes the precision of cement characteristics, specifically minimizing product defects while meeting packaging and delivery schedules.

Aspects related to personnel and individual performance encompass factors such as attendance, adherence to work schedules (including shift systems), and the achievement of daily production targets across various departments such as procurement and inventory management, maintenance, production, and staff development. Although a system based on Key Performance Indicators (KPIs) has been implemented, current metrics do not fully reflect how internal factors influence employee performance. Therefore, This study looks at how organizational citizenship behavior (OCB), self-evaluation, and transformational leadership affect worker performance, aiming to provide empirical evidence to support more effective decision-making at PT. STAR.

The capacity of a leader to change followers in order to accomplish performance that exceeds expectations by raising awareness of the significance of task values, motivating students to set priorities organizational interests over personal ones, and activating higher-order needs (such as self-actualization). Consequently, the effective

application of transformational leadership is expected to optimize both the quality and quantity of employee performance. Therefore, transformational leadership is a fundamental variable requiring in-depth analysis and study to understand how employee performance can be optimized (Bass, 1985). According to Bass (1985), transformational leadership is a leader's ability to transform subordinates to achieve performance beyond expectations by raising awareness of the importance of task values, encouraging them to prioritize organizational interests over personal ones, and activating higher-level needs (such as self-actualization). Therefore, the implementation of high-quality transformational leadership will contribute to enhancing the quality of employees' work and improving performance. This form of leadership is a key topic requiring in-depth analysis and research to understand how to maximize its effectiveness.

Previous research findings confirm that employee performance is significantly improved by transformational leadership (Ahmad, 2022; Mulyadi, 2025; Syahira & Murniyati, 2026). Conversely, research by Hasana & Sulaiman, (2023) indicates that transformational leadership has a negative and statistically insignificant effect on employee performance. The results of various studies indicate that depending on the organizational setting, transformational leadership has different effects on workers' job performance. Therefore, the purpose of this project is to collect more empirical information about the connection between transformational leadership and employee job performance.

Researchers highlight another factor influencing employee performance: Self-efficacy is the conviction that one can accomplish activities or reach professional objectives. People who have a high level of self-efficacy are confident in their capacity to deal with difficulties, finish projects, and get over numerous roadblocks in their day-to-day job. According to Bandura (as cited in Rafika et al., 2026), self-efficacy is an individual's belief in their capacity to organize and execute the actions required to achieve specific outcomes or targets. Sumaila and Rossanty (2022) note that increased self-efficacy can encourage individuals to exert optimal effort, thereby enhancing their chances of professional success. This belief in one's own abilities influences decision-making, the management of pressure, and the maintenance of motivation while fulfilling assigned responsibilities. Therefore, self-efficacy is considered a determining factor capable of maximizing Employee ability to perform tasks.

Previous research findings present conflicting conclusions regarding how self-efficacy affects worker performance. According to several research, self-efficacy significantly improves performance (Yusuf & Darmawan, 2024; Hendriyani et al., 2024; Syifa & Maharani, 2022; Nirmala et al., 2025). Conversely, Kamarullah et al., (2024) demonstrated that self-efficacy has a significant negative effect on employee performance. Furthermore, Utami & Mujanah, (2023) asserted that self-efficacy does not significantly affect employee performance.

Organizational Citizenship Behavior (OCB) is another factor that can contribute to enhancing employee performance. Although this behavior is voluntary and goes beyond the scope of duties defined for a specific role, it enhances the effectiveness of the company, productivity, and success. As noted by Alshaabani et al., (2021), OCB is increasingly important because it reflects pro-social behavior that supports the organization and colleagues without the expectation of direct rewards. In this study, OCB serves as a mediating factor, anticipated to mitigate the impact of transformational self-efficacy and leadership on worker performance. Therefore, the greater the degree of OCB exhibited by workers, the greater the potential for optimizing performance through The impact of self-efficacy and transformative leadership.

Previous research findings by Sumiati & Idisri, (2025) indicate that Organizational Citizenship Behavior (OCB) mediates the impact of transformational leadership on employee performance. These results confirm that Through the promotion of Organizational Citizenship Behavior (OCB), transformational leadership may improve worker performance defined as voluntary engagement beyond the duties outlined in a job description. This underscores OCB's function as a mediating factor in the connection between employee performance and transformational leadership. Employees who demonstrate high levels of OCB often exceed formal role expectations, thereby achieving above-average performance. Thus, OCB acts as a vital mediating factor when examining how transformational leadership affects employee performance.

This study builds upon the work of Bugianto et al., (2025) the primary distinction lies in the inclusion of Organizational Citizenship Behavior (OCB) as a mediating variable. OCB variable is examined to analyze its mediating role in The connection between employee performance, self-efficacy, and transformative leadership. Unlike previous studies, this study is carried out in the mining industry, specifically at PT. Sinar Tambang Arthalestari (PT. STAR). Thus, this study aims to gather empirical data and gain a better understanding of OCB's role as a mediator in the relationship between employee performance and transformational leadership and self-efficacy.

LITERATURE REVIEW

Social Exchange Theory dan Social Cognitive Theory

This study integrates Social Exchange Theory (Blau, 1964) and Social Cognitive Theory (Bandura, 1997) to explain the enhancement of employee performance at PT STAR (Semen Bima Corporation), Ajibarang. Consistent with Social Exchange Theory, This study demonstrates that organizational citizenship behavior (OCB) does not emerge in isolation but is shaped by the interaction between transformational leadership and self-efficacy. Transformational leadership fosters an environment that encourages positive social interactions, while self-efficacy strengthens employees' psychological readiness to engage in such voluntary behaviors. Thus, this behavior serves a vital mediating function by connecting leadership style and self-efficacy to superior work performance.

The Influence of Transformational Leadership on Employee Performance

In addition to motivating staff members to meet goals, transformational leaders provide people a stronger sense of direction and significance in their job. Employees are more likely to be dedicated to their work when they feel appreciated, empowered, and inspired more prepared to innovate. Furthermore, transformational leaders also possess the ability to accelerate the adoption of new technologies within the organization (Veranita et al., 2024).

Rivai (2022), Rasubala (2025), Deddy (2022), Yanti & Mursidi (2021), and Syahira & Murniyati (2026) confirm that transformational leadership has a significant positive effect on employee performance. Based on theoretical foundations and prior research, the following is the formulation of the study's first hypothesis:

*H1: Transformational leadership has a significant effect on employee performance
PT STAR*

The Influence of Self-Efficacy on Employee Performance

Self-efficacy influences employee performance because a person's confidence in their capacity to finish tasks shapes their patterns of thinking, acting, and persistence when facing work-related challenges. According to Bandura (1997), the higher an employee's

level of self-efficacy, the greater their confidence and resilience in completing complex tasks, thereby leading to optimal performance. Consequently, it can be concluded that an employee's degree of self-efficacy increases the likelihood of achieving optimal performance.

Studies by Hendriyani et al., (2024), Yusuf & Darmawan, (2024), Mesriyani & Mayliza, (2024), Darmawan et al., (2022), Arista et al., (2022), Bugianto et al. (2025), and Elkhori & Budianto, (2024) confirm that self-efficacy has a significant positive effect on employee performance. Based on theoretical grounds and previous research findings, the following is the formulation of the study's second hypothesis:

H2: Self-efficacy has a significant effect on employee performance PT STAR.

The Influence of Transformational Leadership on OCB

Lismiatun (2018) highlights that transformational leadership is a leadership style capable of encouraging employees to prioritize organizational interests over personal ones and motivating them to act accordingly. Transformational leadership effectively fosters organizational citizenship behavior (OCB) among (Maharani & Handayani, 2020). This leadership style motivates employees through the leader's ideas and positive behaviors (Tjahjono et al., 2018).

Naimah et al., (2022), Nugroho et al., (2023), Kurniawan et al., (2022), Zalianty & Rojuaniah, (2023), Tristiani et al., (2021), Fadilah et al., (2024), and (T et al., 2025) confirm that transformational leadership has a significant positive effect on employee performance. The third hypothesis of this study is stated as follows, based on theoretical justifications and previous research findings:

H3: Transformational leadership has a significant effect on Organizational Citizenship Behavior (OCB) PT STAR.

The Influence of Self-Efficacy on OCB

Abdullah & Wider (2022) found that employees with high levels of self-efficacy tend to be more active in engaging in organizational citizenship behavior (OCB) actions that support smooth operations and organizational cohesion because they are confident in their ability to handle various professional challenges." This feeling of self-efficacy encourages workers to carry out their formal responsibilities as well as to voluntarily undertake activities that benefit the organization. An individual's likelihood of success increases with their level of self-efficacy consistently demonstrate such behavior. Thus, An increased inclination to participate in organizational citizenship behavior is linked to better levels of employee self-efficacy.

Rivaldi et al., (2023), Purnami et al., (2025), Oktaviani & Arifin, (2023), and Pramesti & Suryalena, (2026) confirm that self-efficacy has a significant positive effect on employee performance. The fourth hypothesis of this investigation is based on theory and previous research findings:

H4: Self-efficacy has a significant positive effect on Organizational Citizenship Behavior (OCB) PT STAR.

The Influence of OCB on Employee Performance

Improving organizational performance is a goal pursued by organizations to optimize their overall operational processes. Employees play a crucial role in fulfilling corporate tasks and obligations by consistently striving to make their best contributions toward performance enhancement. This commitment can motivate employees to voluntarily demonstrate innovative behavior going beyond the formal requirements of their roles

thereby ultimately resulting in optimal performance. Such behavior is known as organizational citizenship behavior (behavior that benefits the organization) (Baihaqi & Saifudin, 2021). According to Robbins and Judge (as cited in Septalia, 2016), evidence shows that organizations with employees who demonstrate good OCB (Organizational Citizenship Behavior) achieve better performance than other organizations. Consequently, the higher the level of employee OCB, the higher the performance they deliver.

Fajria & Juhaeti, (2023), Rivaldi et al., (2023), Anwar (2021), Ekhsan et al., (2022), Nastyoko, (2022) and Yusuf & Darmawan, (2024) confirm that self-efficacy has a significant positive effect on employee performance. The fifth hypothesis of this study is based on the theoretical underpinnings of earlier studies:

H5: Organizational Citizenship Behavior (OCB) has a significant effect on employee performance PT STAR

OCB Mediates the Effect of Transformational Leadership on Employee Performance

This study shows that the link between transformational leadership and worker performance is significantly influenced by organizational citizenship behavior. Specifically, employee performance can be maximized when employees demonstrate high levels of organizational citizenship behavior and leaders employ effective transformational leadership. This demonstrates how crucial transformative leadership and corporate citizenship activities are to raising employee performance, Kepemimpinan yang efektif, dipadukan dengan pola pikir karyawan yang mencerminkan Organizational Citizenship Behavior (OCB), dapat memaksimalkan kinerja tenaga kerja. Perilaku semacam itu mencakup tindakan sukarela yang melampaui tugas-tugas yang ditetapkan oleh sistem kompensasi formal namun tetap berkontribusi terhadap efektivitas organisasi (Marjiyati & Rahayu, 2020). This level of "extra-role commitment" maximizes both individual and collective effectiveness, ultimately resulting in optimal employee performance.

Sumiati & Idisri, (2025) and Arif & Mardiana, (2026) confirm that OCB mediates the influence of transformational leadership on employee performance. The sixth hypothesis of this study is developed as follows based on theoretical justifications and previous research findings:

H6: Organizational Citizenship Behavior (OCB) mediates the influence of transformational leadership on employee performance PT STAR

OCB Mediates the Effect of Self-Efficacy on Employee Performance

According to Bandura (1997) and Organ (1988), self-efficacy expectations not only influence performance on core tasks that is, tasks directly related to an individual's professional role but also foster what is known as Organizational Citizenship Behavior (OCB), which encompasses behaviors that go beyond formal job roles. Workers that have a high level of self-efficacy are confident in their capacity to overcome professional obstacles; This creates an intrinsic drive to take the initiative in voluntary tasks, such as providing support to colleagues. Such behavior known as In order to improve overall organizational performance and success, Organizational Citizenship Behavior (OCB) serves as a mediator (Pratiwi & Nawangsari, 2021; Cherian & Jacob, 2013).

Syah & Safrida, (2024) and Nursanti et al., (2026) confirm that OCB mediates the impact of self-efficacy on employee performance. The seventh hypothesis of this study is developed as follows based on theoretical justifications and previous research findings:

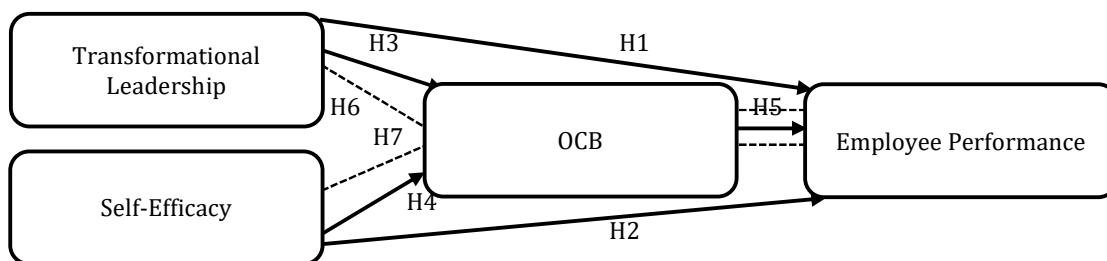
H7: OCB mediates the effect of self-efficacy on employee performance PT STAR

Based on the review of scientific literature and the previously described hypothesis formulation process, the conceptual framework of this study systematically illustrates the relationships between variables, as shown in Table 1.

Table 1
Variable measurement indicators

Variable Name	Indicators
Transformational Leadership	According to Robbins and Judge (2008), there are four components of Transformational Leadership, namely: (i) Idealized Influence, (ii) Inspirational Motivation, (iii) Intellectual Stimulation (iv) Individualized Consideration.
Self-Efficacy	Wati and Wijono (2023) utilize the dimensions of self-efficacy based on Bandura's (1997) theory to measure Variable X (Self-Efficacy): level, generality, and strength.
Organizational Citizenship Behavior (OCB)	Organ et al. (2006, based on Maryanti & Fenado, 2018) measured OCB using the following indicators: helping behavior/altruism/courtesy, sportsmanship, organizational compliance/general compliance/organizational obedience, organizational loyalty/spreading goodwill, civic virtue/organizational participation, individual initiative/conscientiousness, and self-development.
Employee performance	Bernadin (as cited in Ridwan et al., 2023) states that there are six indicators used to measure individual employee performance, as follows: 1. Quality, 2. Quantity, 3. Timeliness, 4. Effectiveness, 5. Independence, and 6. Work commitment.

The table presents indicators related to the research variables the aim is to demonstrate that the research data (such as questionnaires or observation matrices) are based on a strong and relevant theoretical foundation.



Source: Developed by the researcher, 2026

Figure 1
Research Framework

METHOD

According to the researchers, the methodology used in this study is quantitative. oriented towards theory testing specifically, the measurement of variables. PT Star (Semen Bima Corporation) personnel make up the research population. Slovin's algorithm was used to

calculate a sample size of 121 employees with a 10% margin of error, Stratified random sampling was employed in this study. In Prabowo et al., (2023) Study (as cited in Sugiyono, 2017) , this method is defined as a technique applied when the population comprises heterogeneous units distributed across proportional strata. This approach was selected due to PT Star's organizational structure, which is divided into various departments.

This study is classified as explanatory research. in Setiani & Miranti 2021 Study (as cited in Supriyanto dan Machfudz (2010), explanatory research involves hypothesis testing regarding the relationships between variables. Hypotheses in this context address causal links between two or more variables to determine whether a variable exerts influence or is subject to influence.

Direct distribution of questionnaires to participants at the study location was used to gather data and retrieving them after completion. The questionnaire served as the data collection instrument, presenting statements to research subjects regarding the topic under analysis. A 1-5 Likert scale was utilized for the study; Likert scales are used to analyze people's attitudes, beliefs, and viewpoints on social issues.

The research hypotheses were tested using the SmartPLS software version 4.0 with the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique (Ringle et al., 2022). The outer model and the inner model are the two main parts of the PLS-SEM analysis procedure. The outer model investigates the connections between latent constructs and their corresponding indicators; loading factor values more than 0.7 and Average Variance Extracted (AVE) values greater than 0.5 are used to evaluate convergent validity (Hair et al., 2021). In the meanwhile, the inner model assesses the structural connections between constructs, using structural path analysis and R² values to examine how independent factors affect dependent variables (Hair et al., 2021).

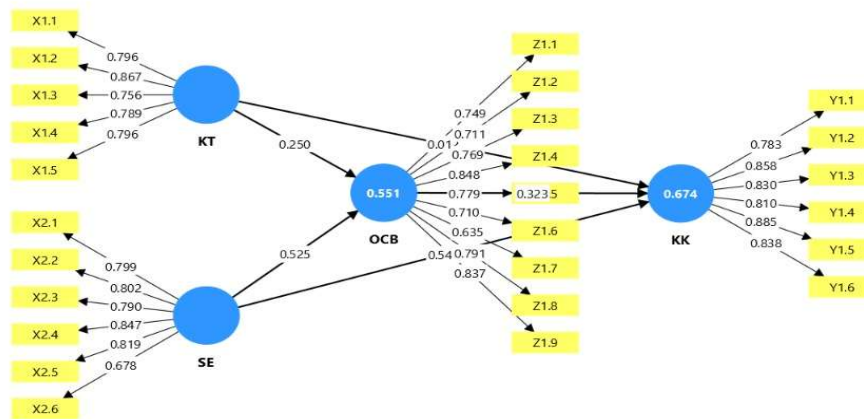
RESULTS AND DISCUSSION

Measurement Model Results (Outer Model)

To determine the reliability, a measurement model assessment was carried out and validity of the model regarding all variables and indicators. Reliability testing involved evaluating factor loading values, composite reliability, and Cronbach's alpha (CR) (Hair et al., 2019). An indicator is considered dependable if the composite reliability value is more than the Cronbach's alpha value and the factor loading, Cronbach's alpha, and composite reliability values are all greater than 0.70 (Hair et al., 2019).

Validity testing was performed using convergent validity and discriminant validity assessments; convergent validity is established if the obtained Average Variance Extracted (AVE) value exceeds 0.50, while discriminant validity is confirmed if the square root of the AVE is greater than the correlation between the reflective construct and all other constructs (Hair et al., 2019).

The path diagram obtained from the PLS-SEM analysis, along with the outer loadings of each indicator and the path coefficients between variables, is presented in Figure 2.



Source: Smartpls 4.0, 2022

Figure 2
Outer Loading

Convergent validity was evaluated to ascertain the validity of the indicators in measuring their corresponding latent variables based on the outer loading values displayed in Figure 2. Adhering to the suggestions of Hair et al. (2019), "an indicator is considered to meet the convergent validity criterion if it exhibits an outer loading value greater than 0.70."

Discriminant validity (cross-loading)

In this study, the square root of the Average Variance Extracted (AVE) and cross-loading values were used to measure discriminant validity to verify the validity of the research instruments regarding the latent variables under analysis (Fornell & Larcker, 1981). The cross-loading assessment was conducted to determine the degree of indicator uniqueness in defining the latent variables. When each indicator exhibits a greater loading value on its intended latent variable than on any other latent variable, the model is said to have excellent discriminant validity (Hair et al., 2021).

Composite Reliability

The evaluation of composite reliability was carried out by examining the composite reliability levels of the indicator blocks representing the constructs, as well as the values of Cronbach's alpha. When a construct's composite reliability score is greater than 0.7 and its Cronbach's alpha value is greater than 0.6, it is deemed reliable (Hair et al., 2021; Ghazaly & Latan, 2015).

Table 2
Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
KK	0.913	0.915	0.932	0.697
KT	0.848	0.857	0.898	0.687
OCB	0.902	0.912	0.922	0.630
SE	0.881	0.883	0.913	0.678

Source: SmartPls 4.0,2022

All constructions (KT, SE, OCB, and KK) showed Cronbach's alpha and composite reliability values over the minimal criterion of 0.70, according to the test findings shown in Table 2. This suggests that all measurement instruments used in this study possess excellent internal consistency and high reliability. Consequently, Because all of the study's variables showed composite reliability values over 0.7 and Cronbach's alpha values above 0.6, they are all regarded as reliable. Thus, the measurement instruments employed specifically the questionnaires yielded consistent, stable, and reliable measurement results for each of the variables analyzed.

Fornell-Larcker is a criterion for evaluating classification accuracy. This measure is employed to show that the variables in a study model are independent of one another and possess clear conceptual boundaries. Discriminant validity is assessed to guarantee that every latent construct is unique (Hair et al., 2021). This evaluation employs the Fornell-Larcker criterion, which states that discriminant validity is shown when the square root of a latent construct's average variance extracted (AVE) surpasses its correlation with the other latent constructs in the model (Fornell & Larcker, 1981).

Table 3 displays the discriminant validity test findings based on the Fornell-Larcker criteria.

Table 3
Fornell Lacker Test

Variable	KK	KT	OCB	SE
KK	0.835			
KT	0.648	0.829		
OCB	0.733	0.658	0.794	
SE	0.797	0.750	0.704	0.823

Source: SmartPls 4.0, 2022

It is clear from the discriminant validity test findings using the Fornell-Larcker criterion (shown in the table) that each variable's square root of the AVE value—the value on the major diagonal exceeds the correlation between that variable and the others. These values are as follows: 0.835 for KK, 0.829 for KT, 0.794 for OCB, and 0.823 for SE. Given that all these diagonal values surpass the inter-variable correlations, we may infer that every variable in this study satisfies the requirements for sufficient discriminant validity. (Fornell & Larcker, 1981; Hair et al., 2021).

Measurement Model Results (Inner Model)

Structural model evaluation involves hypothesis testing regarding the interactions between research variables. This procedure comprises three steps (Hair et al., 2021): first, the presence of collinearity among variables is assessed using the Inner VIF metric.

Inner VIF values below 5 indicate the level of collinearity among variables (Hair et al., 2021). The second step focuses on hypothesis testing concerning the relationships between variables; this entails the use of t-values and p-values, as well as the application of the bootstrapping method (Efron, 1979 ; Hair et al., 2021). If the t-value is greater than the significance level, there is a meaningful association between the variables critical value obtained from the Student's t-distribution table or if the p-value is less than 0.05. The third part involves evaluating the f-square (f^2) value, which is used to interpret the magnitude of direct effects between variables; based on the classifications by Cohen, (1988) and Hair et al. (2021), f^2 values are categorized to represent small (0.02), medium (0.15), or large (0.35) effect sizes.

R-Square

Table 4 summarizes the findings for the coefficient of determination, which are shown as the coefficient of determination (R^2) and the modified coefficient of determination.

Table 4
R-Square

Variable	R-square	R-square adjusted
KK	0.694	0.686
OCB	0.534	0.526

Source: SmartPls 4.0, 2022

The contribution of the independent factors to the explanation of the dependent variable is shown in Table 4. The independent variables in the model account for 69.4% of the variance in Employee Performance (KK), with factors outside the model influencing the remaining 30.6%, according to an R-square value of 0.694. In the meanwhile, an R-square value of 0.534 shows that the variables in the study model account for 53.4% of the variation in Organizational Citizenship Behavior (OCB), with those outside the model accounting for the remaining 46.6%.

Convergent validity

One technique for evaluating a measurement tool's validity is convergent validity based on its internal structure (measurement model); this method enables the determination of the degree of positive correlation and convergence among measured variables (for example, questionnaire items) that exhibit the same hidden concept.

Convergent validity is evaluated to make sure the study's measurement indicators consistently and reliably reflect the latent constructs being measured (Hair et al., 2021). When each indicator's outer loading value is higher than 0.70 and each latent variable's average variance extracted (AVE) value is higher than 0.50, convergent validity is established. (Fornell & Larcker, 1981; Hair et al., 2021). Indicators that have loading values less than 0.50 are excluded from the measurement model.

Table 5 displays the convergent validity evaluation results based on the indicator factor loadings for each variable.

Table 5
Convergent Validity Value

Variable	Indicator	Loading Factor	Information
	X1.1	0.820	
	X1.2	0.869	

X1	X1.4	0.807	VALID
	X1.5	0.818	
X2	X2.1	0.822	
	X2.2	0.810	
	X2.3	0.821	
	X2.4	0.861	
	X2.5	0.802	
Y	Y1.1	0.780	
	Y1.2	0.857	
	Y1.3	0.832	
	Y1.4	0.812	
	Y1.5	0.883	
	Y1.6	0.841	
Z	Z1.1	0.758	
	Z1.2	0.712	
	Z1.3	0.781	
	Z1.4	0.866	
	Z1.5	0.762	
	Z1.8	0.810	
	Z1.9	0.854	

Source: SmartPls 4.0, 2022

Table 5 presents the valid outer loading results; three indicators Z1.6, Z1.7, and X2.6 were removed because their values were below 0.7, while indicator X1.3 was excluded because its value was too similar to that of another indicator, causing the discriminant validity value to exceed 0.9. Convergent validity was evaluated based on the outer loading values in the table to ascertain how effectively the indicators measured their respective latent variables. According to recommendations by Hair et al. (2019), an “indicator meets the convergent validity criterion if it shows an outer loading value greater than 0.70.” Table 5's data analysis findings unequivocally demonstrate that all indicators for the KT, SE, KK, and OCB variables exhibit outer loading values greater than 0.70.

Hypothesis Testing

Hypothesis testing is a statistical technique that systematically tests an initial assumption or theoretical hypothesis regarding the relationship between variables, based on obtained empirical data. In order to examine the direct and indirect connections among the variables in the internal model, hypotheses were tested using the bootstrapping method (Efron, 1979 ; Hair et al., 2021). A hypothesis is considered accepted (indicating a significant effect) if the p-value is less than 0.05 and the t-value is more than 1.96 (at a 5% significance level) (Hair et al., 2021; Ghazaly & Latan, 2015).

Table 6 presents the overall results of the indirect hypothesis tests, including slope coefficients, t-statistics, and p-values.

Table 6
Hypothesis Testing Results

Variable	Original sample	T statistics	P values	Information	Hypothesis
KT -> KK	0.013	0.138	0.890	Rejected	H1
KT -> OCB	0.298	3.236	0.001	Accepted	H2
OCB -> KK	0.336	3.023	0.003	Accepted	H3

SE -> KK	0.551	4.879	0.000	Accepted	H4
SE -> OCB	0.480	4.396	0.000	Accepted	H5

Source:SmartPls 4.0, 2022

According to Table 6's route coefficient analysis results, among the five direct relationships tested, four were found to be significant: KK on OCB, OCB on KK, SE on KK, and SE on OCB (with p-values < 0.05 and T-statistics > 1.645). Meanwhile, the relationship between KT and KK was found to be insignificant. This indicates that the SE variable makes the most dominant direct contribution to KK, whereas KT cannot directly influence KK without a mediating variable.

Mediation Hypothesis Testing

Hypothesis testing for mediation effects is a statistical analysis used to determine whether the connection between a dependent variable and an independent variable (X) (Y) is determined by a direct path or through a mediator variable (M). To examine the moderating role, the hypothesis regarding mediation (indirect effect) was tested using the bootstrapping technique (Preacher & Hayes, 2008; Hair et al., 2021).

The mediation effect is regarded as statistically significant if the p-value is less than 0.05 and the t-value is more than 1.96. The importance of the direct effect between the independent and dependent variables determines the kind of mediation (full or partial), applying the criteria established in the literature by Zhao et al. (2010) and Hair et al. (2021).

The empirical results of the mediation hypothesis testing (indirect effects) are summarized in Table 7.

Table 7
Mediation Hypothesis Testing Table

Variable	Original sample	T statistics	P values	Information	Hypothesis
SE -> OCB -> KK	0.162	2.553	0.011	Accepted	H6
KT -> OCB -> KK	0.100	2.128	0.033	Accepted	H7

Source:SmartPls 4.0, 2022

Based on the indirect effects test results in the table 7, the OCB variable is shown to significantly moderate the two variables' connection. In particular, OCB serves as a complete mediator in the interaction between KT and KK and a partial mediator in the connection between SE and KK.

RESULTS AND DISCUSSION

Transformational leadership has no effect on employee performance

The research findings confirm that employee performance at PT. STAR (Semen Bima Corporation) is not significantly impacted by transformative leadership. These findings suggest that improving transformational leadership is still insufficient to directly increase worker performance. In the mining industry, performance outcomes are largely driven by standardized work systems, operational procedures, production targets, and Key Performance Indicators (KPI) established by the company. Consequently, even when leaders provide inspiration and motivation, this does not immediately optimize employee performance.

These results show that improving employee performance requires more than just transformative leadership behavior unless accompanied by voluntary work behaviors

from the employees themselves. Employees in the mining sector tend to operate under strict operational standards, thereby limiting the extent to which leadership influences work outcomes.

These results align with studies by Kurniawan et al., (2024), Pebrina et al., (2020), and Yohana et al., (2024), all of which found no significant impact of transformational leadership on employee performance. Therefore, Organizational Citizenship Behavior (OCB) is a special mechanism that is needed to bridge the effect of transformational leadership in order to improve employee performance at PT. STAR.

Self-efficacy has a significant effect on employee performance

Employee professional performance is positively impacted by self-efficacy, according to research findings. To put it another way, employees perform better when they are more confident in their skills; those who have high self-efficacy take on problems in the workplace with assurance, work independently, and demonstrate resilience in overcoming various obstacles.

This enables employees to achieve their professional goals with greater efficiency. Furthermore, this sense of self-efficacy drives superior performance because employees are convinced that their efforts will lead to success. In high-risk work environments such as PT STAR, self-efficacy is crucial for making decisions that align with safety standards.

These results align with those of Hendriyani et al., (2024), Yusuf & Darmawan, (2024), and Elkhori & Budianto, (2024), confirming that self-efficacy significantly optimizes employee performance.

Transformational leadership has a significant effect on Organizational Citizenship Behavior (OCB)

According to research, organizational citizenship behavior (OCB), which is defined as voluntary engagement that extends beyond official employment requirements, is significantly positively impacted by transformational leadership. To put it another way, employees are more likely to display attitudes if transformational leadership is deployed more strongly and behaviors reflecting OCB. Transformational leaders drive high performance by inspiring and motivating their teams, attending to individual employee needs, and serving as role models for their subordinates.

This dynamic fosters voluntary behaviors that contribute to the smooth operation of the organization. Feeling supported and valued by their leaders, employees develop a sense of ownership and a strong bond with the organization. Consequently, they are motivated to support colleagues, build collaborative relationships, and actively participate in various organizational initiatives. Such behaviors are crucial for maximizing organizational effectiveness.

The following research results align with the findings of Zaliany & Rojuaniah (2023), Fadilah et al. (2024), and T et al., (2025), confirming that transformational leadership can maximize employee OCB.

Self-efficacy has a significant effect on Organizational Citizenship Behavior (OCB)

According to research, self-efficacy significantly improves organizational citizenship behavior (OCB), which is defined as voluntary commitment that transcends particular role requirements. This suggests that an employee's readiness to take on volunteer work outside of their regular duties increases with their level of self-confidence. Employees confident in their competence tend to support colleagues, demonstrate initiative, and participate in various company activities without waiting for instructions from

management. Belief in one's own competence reinforces the conviction that one can make valuable contributions to the organization's operations.

Furthermore, such employees are better prepared to face professional challenges and do not hesitate to assist colleagues when needed. This dynamic fosters a culture of collaboration, which in turn strengthens voluntary dedication to the company. These results support the research of Oktaviani & Arifin, (2023), Purnami et al., (2025), and (Pramesti & Suryalena, (2026), confirming that self-efficacy positively influences Organizational Citizenship Behavior.

Organizational Citizenship Behavior (OCB) has a significant effect on employee performance

The findings confirm that OCB has a major effect on workers' performance. They demonstrate that voluntary behavior extending beyond core job duties can optimize the effectiveness of task completion and the performance of the organization.

Employees exhibiting high levels of OCB generally collaborate well within teams, assist colleagues, foster synergistic relationships, and help create a conducive work environment. Such behaviors accelerate task completion, reduce conflict, and enhance coordination among employees, thereby facilitating the achievement of organizational goals. In the mining industry, which demands a high degree of coordination, OCB serves as a vital component in assisting the firm in achieving its operational targets.

These findings align with research by Dewani & Swatantra, (2024), Fajria & Juhaeti, (2023), Rivaldi et al., (2023), Ekhsan et al., (2022), and Yusuf & Darmawan, (2024), all of which confirm the positive impact of OCB on employee performance.

Organizational Citizenship Behavior (OCB) mediates the effect of transformational leadership on employee performance

Research findings confirm that OCB, transformational leadership and employee performance are mediated by employees' voluntary engagement that goes beyond statutory employment requirements. Despite the lack of statistical significance, transformative leadership has a direct impact on performance, its indirect influence, mediated by this voluntary commitment proves to be significant. This indicates that, in this context, OCB functions as a full mediator; in other words, transformational leadership yields optimal performance only when it succeeds in fostering employees' voluntary engagement.

A transformational leader creates a work environment that encourages voluntary actions such as mutual support, maintaining harmony, and increasing contributions to organizational activities which, in turn, leads to improved performance. Thus, OCB plays a pivotal role in explaining how transformational leadership contributes to enhanced employee performance.

These findings align with those of Maula et al., (2026), Supriyadi et al., (2026), Sumiati & Idisri, (2025), and Arif & Mardiana, (2026), confirming that OCB mediates the causal relationship between transformational leadership and employee performance.

Organizational Citizenship Behavior (OCB) mediates the effect of self-efficacy on employee performance

Research findings confirm that Organizational Citizenship Behavior (OCB) is capable of mediating the effect of self-efficacy on employee performance. While the direct effect of self-efficacy on performance is significant, the indirect effect via OCB is also significant.

This confirms that OCB acts as a partial mediator, meaning self-efficacy can

maximize performance both directly and indirectly. Employees with high self-efficacy not only excel in completing their tasks but also demonstrate a willingness to help colleagues, take initiative, and contribute beyond their formal duties. These behaviors strengthen teamwork and enhance employee performance. Thus, OCB serves as a mechanism that reinforces the impact of self-efficacy on performance.

These findings align with those of Syah & Safrida, (2024) and Nursanti et al., (2026), confirming that OCB mediates the effect of self-efficacy on employee performance.

CONCLUSION AND SUGGESTION

Analysis using structural equation modeling (SEM) with SmartPLS software involving 121 employees of PT STAR (Bima Semen Company) in Ajibarang reveals that transformational leadership does not have a significant direct effect on employee performance. Conversely, self-efficacy is shown to have a positive and significant impact on employee performance. Furthermore, both transformational leadership and self-efficacy positively and significantly influence voluntary work engagement specifically organizational citizenship behavior (OCB) which, in turn, has a positive and significant impact on employee performance. These findings indicate that voluntary employee behaviors extending beyond formal job duties are key factors in enhancing performance and work outcomes.

The study results also demonstrate that Organizational Citizenship Behavior (OCB) acts as a mediating variable in the relationship between transformational leadership, self-efficacy, and employee performance. OCB fully mediates the effect of transformational leadership on employee performance, as the direct effect of transformational leadership is insignificant, whereas the indirect effect via OCB is significant. Meanwhile, OCB partially mediates the effect of self-efficacy on employee performance, as both the direct and indirect effects are significant. Thus, fostering OCB is essential to understanding how transformational leadership and self-efficacy can enhance employee performance.

This study contributes to the development of human resource management theory, specifically regarding the relationships among transformational leadership, self-efficacy, organizational behavior, and employee performance. The results indicate that transformational leadership plays a crucial role in linking leadership style to employee performance. These findings add to the literature on the mediating role of factors explaining the impact of transformational leadership on performance, particularly within the mining sector. For the management of PT. STAR (Semen Bima Corporation), the results underscore that employee performance cannot be enhanced solely through the implementation of transformational policies; the company must also foster the development of organizational behavior. Furthermore, strengthening employee self-efficacy through training programs, skill development, and constructive feedback is essential to solidifying their belief in their own capabilities. Ultimately, it is expected that enhanced self-efficacy and transformational leadership will lead to sustained improvements in employee performance.

This study has certain limitations regarding the interpretation of its findings. First, the research was conducted at a single company PT STAR (Semen Bima Corporation) in Ajibarang, thereby limiting the generalizability of the results. Second, the study employed only two independent variables; transformational leadership and self-efficacy with Organizational Citizenship Behavior (OCB) as a mediating variable, whereas numerous other factors, such as work motivation and job satisfaction, also influence employee

performance. Therefore, future research should expand the scope to include various industrial sectors and incorporate other relevant The OCB variable is relevant as a predictor and a mediator, The scientific novelty of this research lies in the role of organizational citizenship behavior (OCB) as a mediating variable. The study demonstrates that OCB serves as an explanatory link, transforming leadership capacity and self-efficacy into measurable improvements in employee performance. Given the limited research on performance determinants at PT STAR, these findings confirm that fostering OCB is a fundamental and effective approach to enhancing employee performance within PT STAR.

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