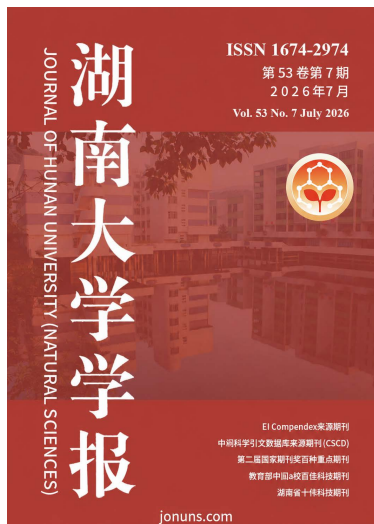




Journal of Hunan University (Natural Sciences)

Vol. 53 No. 7

July 2026

Available online at

<https://joununs.com>



Open Access Article

 <https://doi.org/10.55463/issn.1674-2974.53.7.7>

Transformational Leadership, Organizational Commitment, OCB, and Performance Among Leprosy Control Managers: A SmartPLS Study

Rayati ^{1*}, Usman Rianse ¹, Rahmat Madjid ¹, Amiruddin Eso ¹

¹ Halu Oleo University, Kendari, Indonesia,

* Corresponding author: dinomb600@gmail.com

Article History:

Received: May 19, 2026

Revised: June 27, 2026

Accepted: July 9, 2026

Published: July 20, 2026

Abstract: This study examined the effects of transformational leadership and organizational commitment on the performance of leprosy program managers and tested Organizational Citizenship Behavior (OCB) as a mediating mechanism. A cross-sectional quantitative survey was conducted among 174 civil servants responsible for leprosy control programs across 17 district and city health offices in Southeast Sulawesi Province, Indonesia. Respondents were selected using proportionate simple random sampling. Data were collected using a structured five-point Likert-scale questionnaire and analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4 with 5,000 bootstrap subsamples. Transformational leadership had significant positive effects on employee performance ($\beta = 0.236$, $p < 0.001$) and OCB ($\beta = 0.395$, $p < 0.001$). Organizational commitment significantly predicted OCB ($\beta = 0.537$, $p < 0.001$) but had no significant direct effect on performance ($\beta = 0.066$, $p = 0.206$). OCB strongly predicted employee performance ($\beta = 0.678$, $p < 0.001$). The indirect effects confirmed that OCB partially mediated the relationship between transformational leadership and performance ($\beta = 0.268$, $p < 0.001$) and fully mediated the relationship between organizational commitment and performance ($\beta = 0.364$, $p < 0.001$). These findings identify OCB as a key behavioral mechanism through which transformational leadership and organizational commitment enhance the performance of leprosy program managers. The study provides practical implications for strengthening leadership practices, employee involvement, and extra-role behavior in public health organizations.



Copyright: © 2026 by the authors. Licensee JHU

This article is an open-access article distributed under the terms and conditions of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0/>)

Keywords: Transformational leadership; organizational commitment; organizational citizenship behavior; employee performance; leprosy control; public health management; PLS-SEM.

变革型领导、组织承诺、组织公民行为 (OCB) 与麻风病防治管理人员绩效：基于SmartPLS的研究

摘要：

本研究考察变革型领导和组织承诺对麻风病防治项目管理人员绩效的影响，并检验组织公民行为 (Organizational Citizenship Behavior, OCB) 的中介作用。研究采用横断面定量调查设计，对印度尼西亚东南苏拉威西省17个县、市卫生部门中负责麻风病防治项目的174名公务人员进行调查。受访者通过比例简单随机抽样方法选取。研究使用结构化五点李克特量表问卷收集数据，并采用SmartPLS 4软件中的偏最小二乘结构方程模型 (PLS-SEM) 进行分析，同时使用5,000次自助抽样进行显著性检验。研究结果表明，变革型领导对员工绩效 ($\beta = 0.236, p < 0.001$) 和组织公民行为 ($\beta = 0.395, p < 0.001$) 均具有显著的正向影响。组织承诺能够显著正向预测组织公民行为 ($\beta = 0.537, p < 0.001$)，但对员工绩效的直接影响不显著 ($\beta = 0.066, p = 0.206$)。组织公民行为对员工绩效具有较强的显著正向影响 ($\beta = 0.678, p < 0.001$)。间接效应分析进一步证实，组织公民行为在变革型领导与员工绩效之间发挥部分中介作用 ($\beta = 0.268, p < 0.001$)，并在组织承诺与员工绩效之间发挥完全中介作用 ($\beta = 0.364, p < 0.001$)。研究结果表明，组织公民行为是变革型领导和组织承诺提升麻风病防治项目管理人员绩效的重要行为机制。本研究为公共卫生组织加强领导实践、提高员工参与度以及促进角色外行为提供了实践启示。

关键词：

变革型领导；组织承诺；组织公民行为；员工绩效；麻风病防治；公共卫生管理；偏最小二乘结构方程模型 (PLS-SEM)。

1. Introduction

Leprosy remains a persistent infectious disease and a complex public health challenge because its consequences extend beyond clinical outcomes to social, economic, and cultural dimensions. Misinformation, social stigma, and discrimination continue to hinder early diagnosis, treatment adherence, and the social inclusion of people affected by leprosy. The World Health Organization's Global Leprosy Strategy 2021–2030 calls for accelerated progress toward the long-term goal of zero leprosy, including the elimination of transmission, disability, stigma, and discrimination [1]. Although the global

number of newly detected cases has declined, Indonesia continues to experience a substantial disease burden, including a high proportion of multibacillary cases [1]. These conditions highlight the continuing need to strengthen health systems, improve early case detection, support treatment adherence, and enhance the effectiveness of leprosy control programs.

At the regional level, official health data indicate that the number of reported leprosy cases in Southeast Sulawesi Province has fluctuated and shown an upward tendency in recent years [2]. The implementation of leprosy control programs continues to face several challenges, including limited human resources,

inadequate healthcare facilities, persistent social stigma, weak cross-sectoral coordination, and pressure arising from ambitious targets and predominantly top-down policies. These constraints may reduce program effectiveness and the quality of public health services. From a human resource management perspective, leadership is a key factor influencing employee performance. Path-Goal Theory emphasizes that leaders play an important role in providing employees with the direction, support, and resources required to achieve organizational objectives [3]. Transformational leadership, in particular, promotes inspirational motivation, individualized consideration, intellectual stimulation, and employee development through continuous support and coaching [4, 5]. Although previous studies have generally demonstrated a positive relationship between transformational leadership and employee performance, the results remain inconsistent across organizational and institutional settings, thereby requiring further examination in the context of leprosy control programs [9].

In addition to leadership, organizational commitment is considered an important determinant of employee attitudes and performance. According to Side-Bet Theory, commitment develops through the investments individuals make in an organization, which increase the perceived costs of leaving and encourage continued organizational membership [6]. Meyer and Allen conceptualized organizational commitment as a multidimensional psychological attachment comprising affective, continuance, and normative commitment [7]. Organizational citizenship behavior (OCB), meanwhile, refers to discretionary employee behavior that extends beyond formal job requirements and contributes to organizational effectiveness, including helping colleagues, supporting organizational objectives, and voluntarily undertaking additional responsibilities [8]. Previous studies have generally identified positive associations among organizational commitment, OCB, and work-related outcomes, although the strength and significance of these relationships vary across organizational contexts [9–12].

Preliminary observations in the study setting indicate that leprosy program managers face several managerial and organizational challenges, including limited individual initiative, weak teamwork, insufficient innovation, and suboptimal service quality. Low levels of organizational commitment and OCB may be reflected in limited organizational participation and a tendency to perform duties only in accordance with formal instructions. These problems may be further intensified by leadership practices that do not sufficiently motivate, empower, and develop employees. Accordingly, this study examines the direct effects of transformational leadership and

organizational commitment on employee performance and evaluates OCB as a mediating variable.

This study extends the mediated model proposed by Qalati et al. [9] by incorporating organizational commitment as an additional exogenous construct influencing both OCB and employee performance. It also applies the model to a public-sector disease-control setting, specifically among leprosy program managers working across district and city health offices in Southeast Sulawesi Province. By examining both direct and indirect relationships, the study broadens the empirical context of leadership and OCB research and clarifies whether OCB serves as a behavioral mechanism through which transformational leadership and organizational commitment contribute to improved employee performance.

2. Literature Review and Hypothesis Development

2.1. Transformational Leadership

Transformational leadership refers to a set of leadership behaviors through which leaders inspire and motivate followers to exceed expected levels of performance by aligning individual aspirations with organizational goals and addressing employees' developmental needs [4]. This leadership approach is based on an interaction between leaders and followers that enhances motivation, morale, and commitment. Burns [5] described transformational leadership as a process through which leaders and followers elevate one another's motivation and moral awareness, thereby producing broader effects on organizations and institutions.

Northouse [13] conceptualized transformational leadership as a process that changes individuals by simultaneously enhancing their motivation and morality. It represents part of the contemporary leadership paradigm, which emphasizes intrinsic motivation, employee development, and adaptation to the changing demands of modern organizations [14]. Transformational leaders increase employees' awareness of the importance of their work, encourage them to prioritize collective goals over personal interests, and develop trust and commitment through continuous guidance and support [15].

Transformational leadership is commonly operationalized through four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration [16–18]. These dimensions explain how leaders communicate a compelling vision, encourage innovative thinking, serve as positive role models, and respond to the individual needs of their followers.

Previous research indicates that transformational leadership can improve employee performance by strengthening motivation, engagement, confidence, and alignment with organizational objectives [9]. It can also

encourage employees to engage in voluntary behaviors that extend beyond their formal job responsibilities. Accordingly, the following hypotheses are proposed:

H1: Transformational leadership has a positive and significant effect on employee performance.

H4: Transformational leadership has a positive and significant effect on organizational citizenship behavior.

2.2. Organizational Commitment

Organizational commitment refers to an employee's willingness to align personal behavior and interests with the objectives of the organization and to contribute to the achievement of its mission [19]. It represents a psychological relationship between employees and their organization that influences their willingness to remain organizational members and support organizational goals [7].

Meyer and Allen [7] conceptualized organizational commitment as a multidimensional construct consisting of affective, continuance, and normative commitment. Affective commitment reflects an employee's emotional attachment to and identification with the organization. Continuance commitment is associated with the perceived costs of leaving the organization, whereas normative commitment reflects a sense of obligation to remain. Organizational commitment also encompasses employee loyalty, attachment, identification with organizational values, and willingness to devote additional effort to organizational objectives [20–22].

From a behavioral perspective, organizational commitment may be strengthened when employees participate in organizational decision-making, identify with organizational values, and perceive that their contributions are recognized. Employees with stronger commitment are generally expected to demonstrate greater persistence, responsibility, and willingness to support the organization beyond minimum formal requirements.

Previous studies have reported that organizational commitment may contribute to employee performance and is positively associated with organizational citizenship behavior [10–12]. However, the direct effect of commitment on performance may differ across organizational contexts. Based on the theoretical arguments and previous empirical findings, the following hypotheses are proposed:

H2: Organizational commitment has a positive and significant effect on employee performance.

H5: Organizational commitment has a positive and significant effect on organizational citizenship behavior.

2.3. Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) refers to discretionary employee behavior that extends

beyond formally prescribed job duties and is not directly or explicitly recognized by the organization's formal reward system, but nevertheless contributes to organizational effectiveness [8, 23]. OCB includes voluntary activities such as helping colleagues, assuming additional responsibilities, maintaining constructive working relationships, supporting organizational initiatives, and demonstrating loyalty to the organization [24].

As the concept has developed, OCB has increasingly been recognized as an important component of contextual performance. It represents discretionary contributions that support the social and psychological environment in which formal work activities are performed [25]. Such behaviors may be directed toward individual employees or toward the organization as a whole. They can improve cooperation, reduce interpersonal conflict, strengthen organizational resilience, and facilitate the effective use of limited organizational resources [10, 23].

In public health organizations, OCB is particularly important because employees are frequently required to coordinate with colleagues, communities, and external institutions while responding to operational constraints and changing public health needs. Employees who willingly assist colleagues, maintain positive attitudes, and undertake responsibilities beyond their formal assignments are more likely to contribute to improved program implementation and service delivery. Previous evidence also indicates that OCB is positively associated with employee performance [9]. Therefore, the following hypothesis is proposed:

H3: Organizational citizenship behavior has a positive and significant effect on employee performance.

2.4. Employee Performance

Employee performance refers to the extent to which an individual achieves expected work outcomes in accordance with established organizational objectives, responsibilities, and performance standards. It encompasses both the quality and quantity of work completed within a specified period [26]. Performance also reflects the contribution of an individual or group to organizational effectiveness and the successful achievement of organizational goals [27, 28].

Performance is generally evaluated by comparing actual work outcomes with predetermined standards relating to quality, quantity, timeliness, efficiency, and responsibility [29]. It may also indicate the effectiveness of organizational management and the extent to which organizational programs and activities achieve their intended objectives [30–32].

Within an organizational context, performance appraisal is a strategic process through which employee results are measured, evaluated, documented, and communicated. The information obtained through this

process supports managerial decision-making, compensation, employee development, training, and human resource planning [33–35]. An effective performance management system can therefore improve organizational effectiveness by aligning employee contributions with institutional priorities.

In the context of leprosy control programs, employee performance includes the effective implementation of case detection, patient monitoring, treatment supervision, health promotion, reporting, interinstitutional coordination, and community-based activities. Performance is therefore influenced not only by technical competence but also by leadership, organizational attitudes, cooperation, initiative, and employees' willingness to perform responsibilities beyond minimum formal requirements.

2.5. The Mediating Role of Organizational Citizenship Behavior

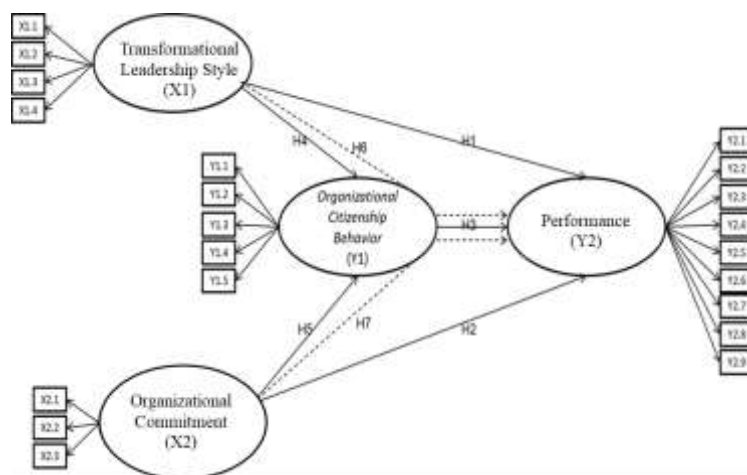
Transformational leadership may improve employee performance both directly and indirectly. Leaders who provide inspiration, intellectual stimulation, individualized support, and a clear organizational vision can encourage employees to demonstrate voluntary and cooperative behaviors. These behaviors may subsequently enhance individual and organizational performance. Previous research has identified OCB as an important behavioral mechanism linking transformational leadership with employee performance [9]. Therefore, the following hypothesis is proposed:

H6: Organizational citizenship behavior mediates the relationship between transformational leadership and employee performance.

Organizational commitment may not always translate directly into improved performance. Employees who feel emotionally attached or morally obligated to their organization may first express this commitment through voluntary behaviors, such as assisting colleagues, accepting additional responsibilities, and supporting organizational initiatives. These forms of OCB may then contribute to improved performance. The positive relationship between organizational commitment and OCB provides a theoretical basis for the proposed indirect relationship [10–12]. Accordingly, the following hypothesis is proposed:

H7: Organizational citizenship behavior mediates the relationship between organizational commitment and employee performance.

Figure 1. Conceptual Framework



3. Research Methods

This study employed a quantitative approach to examine the relationships among transformational leadership, organizational commitment, organizational citizenship behavior (OCB), and the performance of leprosy program managers. The population consisted of 306 civil servants and government employees with work agreements (PNS and PPPK) responsible for leprosy control programs across 17 district and city health offices in Southeast Sulawesi Province. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 174 respondents. Proportionate random sampling was applied to ensure proportional representation from each district and city. Eligible respondents were actively assigned as leprosy program managers, had worked in the program for at least one year, and voluntarily agreed to participate. Data were collected using a structured five-point Likert-scale questionnaire. All 174 completed questionnaires were considered suitable for analysis.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4. The measurement model was evaluated based on indicator reliability, convergent validity using outer loadings and average variance extracted (AVE), discriminant validity using the Fornell–Larcker criterion and heterotrait–monotrait ratio (HTMT), and internal consistency reliability using composite reliability and Cronbach's alpha. The structural model was assessed using collinearity statistics, the coefficient of determination (R^2), predictive relevance (Q^2), path coefficients, and effect sizes (f^2). Direct and indirect effects were tested using a bootstrapping procedure with 5,000 subsamples. Statistical significance was determined based on p -values below 0.05 and bootstrapped confidence intervals that did not include zero. Mediation was classified as partial or full based on the significance of the direct and indirect effects.

4. Research Results

4.1. Respondent Profile

Table 1. Respondent Profile (n = 174)

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	37	21.26
	Female	137	78.74
Age	20–30 years	24	13.79
	31–40 years	79	45.40
	41–50 years	47	27.01
	51–60 years	24	13.79
Education	Diploma	70	40.23
	Bachelor’s Degree	91	52.30
	Master’s Degree	13	7.47
Length of Service	1–5 years	79	45.40
	6–10 years	76	43.68
	11–15 years	14	8.05
	More than 15 years	5	2.87

Source: Processed Primary Data, 2026

The respondent profile indicates that leprosy control program managers in Southeast Sulawesi Province have diverse demographic characteristics in terms of gender, age, educational background, and length of service. These characteristics suggest that the respondents have sufficient professional

experience and relevant backgrounds to provide reliable information on transformational leadership, organizational commitment, organizational citizenship behavior (OCB), and employee performance in the implementation of leprosy control programs.

4.2. Structural Model Evaluation

Table 2. R² Square

Structural Model	Research Variables	R-square
1	Organizational Citizenship Behaviour (Y1)	0,728
2	Performance (Y2)	0,854

Source: Processed Primary Data, 2026

Based on Table 2, the R² value for organizational citizenship behavior (OCB) was 0.728, indicating that transformational leadership and organizational commitment explained 72.80% of the variance in OCB. The remaining 27.20% was explained by factors outside the research model. Meanwhile, the R² value

for employee performance was 0.854, indicating that transformational leadership, organizational commitment, and OCB explained 85.40% of the variance in employee performance, while the remaining 14.60% was attributable to other factors not included in the study.

4.3. Hypothesis Testing

Table 3 Testing of Direct and Mediation Effects

Research Variables	Path coefficient	P-Value	Information
Transformational Leadership → Employee Performance	0.236	0,000	Accepted
Organizational Commitment → Employee Performance	0.066	0,206	Rejected
Organizational Citizenship Behavior → Employee Performance	0,678	0,000	Accepted
Transformational Leadership → Organizational Citizenship Behavior	0.395	0,000	Accepted
Organizational Commitment → Organizational Citizenship Behavior	0.537	0,000	Accepted
Transformational Leadership → Organizational Citizenship Behavior → Employee Performance	0.268	0,000	Accepted
Organizational Commitment → Organizational Citizenship Behavior → Employee Performance	0.364	0,000	Accepted

Source: Processed Primary Data, 2026

5. Discussion

5.1. Effect of Transformational Leadership on Employee Performance

The results indicate that transformational leadership has a positive and significant effect on the performance of public-sector employees responsible for leprosy control programs at district and city health offices in Southeast Sulawesi Province. This finding demonstrates that the more effectively transformational leadership is implemented, the better program managers perform their leprosy control responsibilities. In the context of leprosy control, employees are required not only to perform administrative duties but also to conduct case detection, patient monitoring, treatment supervision, health promotion, and coordination with healthcare facilities and local communities. These responsibilities become more challenging because of limited resources, geographical barriers, and the persistent stigma associated with leprosy.

Inspirational motivation emerged as the dominant dimension, indicating that leaders who communicate a clear vision, provide encouragement, and foster enthusiasm can strengthen employees' initiative and commitment to achieving leprosy control targets. Such leadership encourages program managers to remain proactive in reaching affected populations, improving treatment adherence, and supporting early diagnosis. This finding is consistent with Path-Goal Theory, which emphasizes the importance of leadership support and direction in achieving organizational goals [3]. It is also supported by Bass [36] and Burns [5], who argue that transformational leadership enhances employee motivation and performance. The results are consistent with previous studies showing that transformational leadership improves performance through stronger motivation, a supportive work environment, and innovation [9, 37, 38]. However, they differ from studies reporting indirect or statistically insignificant effects [39, 40], possibly because of differences in organizational settings, job characteristics, and mediating variables.

5.2. Effect of Organizational Commitment on Employee Performance

The results indicate that organizational commitment does not have a significant direct effect on the performance of public-sector employees responsible for leprosy control programs at district and city health offices in Southeast Sulawesi Province. This finding suggests that a stronger commitment to the organization does not necessarily translate directly into improved employee performance.

Normative commitment emerged as the dominant dimension, indicating that employees are primarily motivated by a sense of moral obligation and responsibility toward the organization. Continuance

commitment made the weakest contribution, suggesting that considerations related to the perceived costs and benefits of remaining in the organization play a less important role. These findings indicate that normative commitment alone may be insufficient to improve performance, particularly in positions requiring technical competence, effective coordination, and adequate organizational support.

According to the theory of reasoned action, behavior is preceded by intentions shaped by individual attitudes and subjective norms [41]. Therefore, organizational commitment may not independently improve performance without supportive attitudes, motivation, resources, and working conditions. Other factors, including transformational leadership, employee motivation, technical competence, and the work environment, may play a more substantial role in determining employee performance.

5.3. Effect of Organizational Citizenship Behavior on Employee Performance

The results indicate that organizational citizenship behavior (OCB) has a positive and significant effect on the performance of public-sector employees responsible for leprosy control programs at district and city health offices in Southeast Sulawesi Province. This means that stronger extra-role behavior is associated with higher employee performance.

OCB is reflected in employees' willingness to assist colleagues, maintain harmonious working relationships, and contribute beyond their formal responsibilities. Such behavior improves work effectiveness and supports a positive organizational environment. Sportsmanship emerged as the dominant dimension, indicating that a positive attitude, resilience under pressure, and a willingness to work without excessive complaints are important factors supporting performance, particularly under challenging field conditions. Other dimensions, including conscientiousness, courtesy, and altruism, also contribute to effective teamwork. Civic virtue made the weakest contribution, indicating that employees' active involvement in broader organizational matters requires further improvement.

Overall, these findings confirm the importance of OCB in improving employee performance by strengthening positive and collaborative working behavior. However, they differ from studies reporting an insignificant relationship between OCB and performance [42, 43]. These differences may result from variations in organizational characteristics, the degree of work formalization, and contextual factors such as job satisfaction, organizational commitment, and organizational culture.

5.4. Effect of Transformational Leadership on Organizational Citizenship Behavior

The results indicate that transformational leadership has a positive and significant effect on organizational citizenship behavior among public-sector employees responsible for leprosy control programs in Southeast Sulawesi Province. This means that more effective transformational leadership is associated with stronger employee extra-role behavior.

Leadership that provides a clear vision, inspiration, and individualized attention encourages voluntary behavior such as helping colleagues, maintaining constructive working relationships, and actively participating in organizational activities. Inspirational motivation and individualized consideration emerged as the dominant leadership dimensions, indicating that they contribute to employee trust, motivation, and emotional attachment to the organization. These leadership practices are reflected in stronger sportsmanship, conscientiousness, and courtesy, which support work effectiveness and a collaborative organizational culture.

This finding is consistent with previous studies showing that transformational leadership strengthens OCB through employee motivation, interpersonal relationships, and the internalization of organizational values [44–46]. However, it differs from studies reporting an insignificant effect [42, 43]. These differences may be attributable to organizational characteristics, the extent to which transformational leadership is internalized by employees, and the influence of other variables such as job satisfaction and organizational culture.

5.5. Effect of Organizational Commitment on Organizational Citizenship Behavior

The results indicate that organizational commitment has a positive and significant effect on organizational citizenship behavior among public-sector employees responsible for leprosy control programs in Southeast Sulawesi Province. This means that stronger organizational commitment is associated with stronger employee extra-role behavior.

Normative commitment emerged as the dominant dimension, reflecting employees' moral obligations and sense of responsibility, which encourage them to contribute beyond their formal duties. This finding is consistent with the dominance of sportsmanship within OCB, which is demonstrated through positive attitudes, limited complaints, and continued productivity under different working conditions. The relationship indicates that loyalty, responsibility, and work ethics can encourage voluntary behavior that supports organizational effectiveness and a harmonious working environment.

This finding is consistent with previous studies demonstrating that organizational commitment promotes OCB through loyalty, a sense of belonging, and the internalization of organizational values [10–

12]. However, it differs from the findings of Novianti [47], who reported an insignificant relationship. This difference may be explained by variations in the internalization of organizational commitment and other contextual factors, including job satisfaction, leadership, and organizational culture.

5.6. Mediating Role of Organizational Citizenship Behavior in the Relationship Between Transformational Leadership and Employee Performance

The results indicate that transformational leadership has a positive and significant indirect effect on employee performance through organizational citizenship behavior. OCB therefore partially mediates the relationship between transformational leadership and employee performance. Leadership that provides inspirational motivation, individualized consideration, and intellectual stimulation encourages extra-role behavior, including sportsmanship, conscientiousness, and cooperation. These behaviors subsequently improve employee initiative, work quality, and service orientation.

This finding is consistent with transformational leadership theory [36], social exchange theory [48], the theory of planned behavior [49], and Path–Goal Theory [3]. Together, these theories explain how leadership may influence employee behavior through motivation, reciprocal relationships, behavioral intentions, and the provision of organizational support. The mediation is classified as partial because both the direct effect of transformational leadership on performance and its indirect effect through OCB are statistically significant. Therefore, OCB represents an important behavioral mechanism that strengthens, but does not fully account for, the effect of transformational leadership on employee performance. This result is also supported by previous studies [44–46].

5.7. Mediating Role of Organizational Citizenship Behavior in the Relationship Between Organizational Commitment and Employee Performance

The results indicate that organizational citizenship behavior fully mediates the relationship between organizational commitment and employee performance. Organizational commitment does not directly translate into higher performance. Instead, employees with stronger organizational commitment tend to demonstrate greater voluntary and extra-role behavior, such as assisting colleagues, maintaining cooperation, assuming additional responsibilities, and demonstrating sportsmanship. These OCB behaviors subsequently contribute to improved employee performance.

OCB therefore serves as the principal behavioral mechanism through which organizational commitment contributes to employee performance. Full mediation is

established because the indirect effect through OCB is statistically significant, whereas the direct effect of organizational commitment on employee performance is not significant. This finding is consistent with previous research showing that organizational commitment can improve performance through the development of OCB [11, 12]. However, it differs from Novianti [47], who found that the mediating effect was not statistically significant, possibly because of differences in organizational conditions and the extent to which commitment was internalized by employees.

6. Research Limitations

The limitations of this study should be considered when interpreting the findings. First, the study employed a cross-sectional design; therefore, causal relationships among the variables cannot be firmly established. Second, the data were collected using self-reported questionnaires, which may have introduced perceptual and social desirability biases. Third, the study was conducted exclusively among leprosy program managers in Southeast Sulawesi Province; therefore, the findings should be generalized to other regions and organizational contexts with caution. Furthermore, the use of a single source for measuring all variables may have created a risk of common method bias and influenced the observed relationships.

7. Conclusion and Recommendations

The results demonstrate that transformational leadership has positive and significant effects on both employee performance and organizational citizenship behavior. Organizational commitment does not have a significant direct effect on employee performance but has a positive and significant effect on OCB. OCB also has a positive and significant effect on employee performance. Furthermore, OCB partially mediates the relationship between transformational leadership and employee performance and fully mediates the relationship between organizational commitment and employee performance. These findings indicate that organizational commitment contributes to improved employee performance primarily through the development of OCB.

Leaders should strengthen transformational leadership practices by enhancing inspirational motivation, individualized consideration, and intellectual stimulation. Organizations should also strengthen affective commitment and employee involvement so that commitment is expressed not only as a normative obligation but also through voluntary and constructive behavior. OCB dimensions such as sportsmanship, conscientiousness, cooperation, and particularly civic virtue should be further developed. Human resource policies should integrate leadership development, employee commitment, OCB, training,

and performance evaluation. Future studies may incorporate additional variables, including organizational culture, job satisfaction, motivation, and perceived organizational support, and employ longitudinal or mixed-method designs to provide a more comprehensive understanding of the relationships examined.

References

- [1] World Health Organization. (2021). *Towards zero leprosy: Global leprosy (Hansen's disease) strategy 2021–2030*. WHO Regional Office for South-East Asia.
- [2] Ministry of Health of the Republic of Indonesia. (2024). *Profil Kesehatan Indonesia 2023*. Kementerian Kesehatan Republik Indonesia.
- [3] House, R. J., & Mitchell, T. R. (1974). Path-goal theory of leadership. *Journal of Contemporary Business*, 3(4), 81–97.
- [4] Bass, B. M. (2000). The future of leadership in learning organizations. *Journal of Leadership & Organizational Studies*, 7(3), 18–40. doi:10.1177/107179190000700302.
- [5] Burns, J. M. (2012). *Leadership*. Open Road Integrated Media.
- [6] Becker, H. S. (1960). Notes on the concept of commitment. *American Journal of Sociology*, 66(1), 32–40. doi:10.1086/222820.
- [7] Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. doi:10.1016/1053-4822(91)90011-Z.
- [8] Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.
- [9] Qalati, S. A., Zafar, Z., Fan, M., Sánchez Limón, M. L., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8(11), e11374. doi:10.1016/j.heliyon.2022.e11374.
- [10] Grego-Planer, D. (2019). The relationship between organizational commitment and organizational citizenship behaviors in the public and private sectors. *Sustainability*, 11(22), 6395. doi:10.3390/su11226395.
- [11] Çetin, Ş., Gürbüz, S., & Sert, M. (2015). A meta-analysis of the relationship between organizational commitment and organizational citizenship behavior: Test of potential moderator variables. *Employee Responsibilities and Rights Journal*, 27(4), 281–303. doi:10.1007/s10672-015-9266-5.
- [12] Zayas-Ortiz, M., Rosario, E., Marquez, E., & Colón Gruñeiro, P. (2015). Relationship between organizational commitments and organizational citizenship behaviour in a sample of private banking employees. *International Journal of Sociology and*

Social Policy, 35(1/2), 91–106. doi:10.1108/IJSSP-02-2014-0010.

[13] Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed.). SAGE Publications.

[14] Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Psychology Press. doi:10.4324/9781410617095.

[15] Yukl, G. (2012). Effective leadership behavior: What we know and what questions need more attention. *Academy of Management Perspectives*, 26(4), 66–85. doi:10.5465/amp.2012.0088.

[16] Bass, B. M., & Avolio, B. J. (1993). Transformational leadership and organizational culture. *Public Administration Quarterly*, 17(1), 112–121.

[17] Dionne, S. D., Yammarino, F. J., Atwater, L. E., & Spangler, W. D. (2004). Transformational leadership and team performance. *Journal of Organizational Change Management*, 17(2), 177–193. doi:10.1108/09534810410530601.

[18] Gilmore, P. L., Hu, X., Wei, F., Tetrick, L. E., & Zaccaro, S. J. (2013). Positive affectivity neutralizes transformational leadership's influence on creative performance and organizational citizenship behaviors. *Journal of Organizational Behavior*, 34(8), 1061–1075. doi:10.1002/job.1833.

[19] Soekidjan. (2020). *Manajemen sumber daya manusia*. Bumi Aksara.

[20] Robbins, S. P., Judge, T. A., & Vohra, N. (2018). *Organizational behavior* (16th ed.). Pearson.

[21] Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice* (13th ed.). Kogan Page.

[22] Mowday, R. T. (1998). Reflections on the study and relevance of organizational commitment. *Human Resource Management Review*, 8(4), 387–401. doi:10.1016/S1053-4822(99)00006-6.

[23] Organ, D. W. (2018). Organizational citizenship behavior: Recent trends and developments. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 295–306. doi:10.1146/annurev-orgpsych-032117-104536.

[24] Podsakoff, P. M., & MacKenzie, S. B. (1997). Impact of organizational citizenship behavior on organizational performance: A review and suggestions for future research. *Human Performance*, 10(2), 133–151. doi:10.1207/s15327043hup1002_5.

[25] Spitzmuller, M., Van Dyne, L., & Ilies, R. (2008). Organizational citizenship behavior: A review and extension of its nomological network. In J. Barling & C. L. Cooper (Eds.), *The SAGE handbook of organizational behavior: Volume I—Micro approaches* (pp. 106–123). SAGE Publications.

[26] Bernardin, H. J., & Russell, J. E. A. (2013). *Human resource management: An experiential approach* (6th ed.). McGraw-Hill.

[27] Wood, J., Zeffane, R., Fromholtz, M., Wiesner, R., Creed, A., Schermerhorn, J. R., Hunt, J. G., & Osborn,

R. N. (2021). *Organisational behaviour: Core concepts and applications*. John Wiley & Sons.

[28] Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., Jr., & Konopaske, R. (2022). *Organizations: Behavior, structure, processes*. McGraw-Hill.

[29] Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2017). *Human resource management* (15th ed.). Cengage Learning.

[30] Kurniawan. (2020). *Manajemen kinerja*. Rajawali Pers.

[31] Moeheriono. (2020). *Pengukuran kinerja berbasis kompetensi*. RajaGrafindo Persada.

[32] Mangkunegara, A. A. A. P. (2022). *Manajemen sumber daya manusia perusahaan*. Remaja Rosdakarya.

[33] Martoyo, S. (2019). *Manajemen sumber daya manusia*. BPFE.

[34] Simamora, H. (2022). *Manajemen sumber daya manusia*. STIE YKPN.

[35] Fahmi, I. (2020). *Manajemen kinerja: Teori dan aplikasi*. Alfabeta.

[36] Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.

[37] Thompson, G., Buch, R., Thompson, P. M. M., & Glasø, L. (2021). The impact of transformational leadership and interactional justice on follower performance and organizational commitment in a business context. *Journal of General Management*, 46(4), 274–283. doi:10.1177/0306307020984579.

[38] Murphy, W. H., & Anderson, R. E. (2020). Transformational leadership effects on salespeople's attitudes, striving, and performance. *Journal of Business Research*, 110, 237–245. doi:10.1016/j.jbusres.2020.01.023.

[39] Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. doi:10.1016/j.iedeen.2019.05.001.

[40] Rita, M., Randa Payangan, O., Rante, Y., Tuhumena, R., & Erari, A. (2018). Moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance. *International Journal of Law and Management*, 60(4), 953–964. doi:10.1108/IJLMA-03-2017-0026.

[41] Fishbein, M., & Ajzen, I. (1975). *Belief, attitude, intention, and behavior: An introduction to theory and research*. Addison-Wesley.

[42] Istiqomah, S., & Riani, A. L. (2021). Linking transformational leadership to OCB in the hospitality industry: The mediating influence of affective commitment and work engagement. *Jurnal Dinamika Manajemen*, 12(1), 53–67. doi:10.15294/jdm.v12i1.27091.

- [43] Subhaktiyasa, P. G., Andriana, K. R. F., Sintari, S. N. N., Wati, W. S., Sumaryani, N. P., & Lede, Y. U. (2023). Effect of transformational leadership, servant leadership, and spiritual leadership on organizational citizenship behavior. *Jurnal Organisasi dan Manajemen*, 19(1), 224–238. doi:10.33830/jom.v19i1.3695.2023.
- [44] Koo, B., & Lee, E.-S. (2022). The taming of Machiavellians: Differentiated transformational leadership effects on Machiavellians' organizational commitment and citizenship behavior. *Journal of Business Ethics*, 178(1), 153–170. doi:10.1007/s10551-021-04788-2.
- [45] Manoppo, V. P. (2020). Transformational leadership as a factor that decreases turnover intention: A mediation of work stress and organizational citizenship behavior. *The TQM Journal*, 32(6), 1395–1412. doi:10.1108/TQM-05-2020-0097.
- [46] Tian, H., Iqbal, S., Akhtar, S., Qalati, S. A., Anwar, F., & Khan, M. A. S. (2020). The impact of transformational leadership on employee retention: Mediation and moderation through organizational citizenship behavior and communication. *Frontiers in Psychology*, 11, 314. doi:10.3389/fpsyg.2020.00314.
- [47] Novianti, K. R. (2021). Does organizational commitment matter? Linking transformational leadership with organizational citizenship behavior. *Jurnal Aplikasi Manajemen*, 19(2), 335–345. doi:10.21776/ub.jam.2021.019.02.09.
- [48] Blau, P. M. (1964). *Exchange and power in social life*. John Wiley & Sons.
- [49] Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179–211. doi:10.1016/0749-5978(91)90020-T.
- [7] Meyer, J. P., & Allen, N. J. (1991). 组织承诺的三成分概念模型. 《人力资源管理评论》, 1(1), 61–89. doi:10.1016/1053-4822(91)90011-Z.
- [8] Organ, D. W. (1988). 《组织公民行为：好士兵综合征》. Lexington Books.
- [9] Qalati, S. A., Zafar, Z., Fan, M., Sánchez Limón, M. L., & Khaskheli, M. B. (2022). 变革型领导与组织公民行为背景下的员工绩效：一个中介模型. 《Heliyon》, 8(11), e11374. doi:10.1016/j.heliyon.2022.e11374.
- [10] Grego-Planer, D. (2019). 公共和私营部门中组织承诺与组织公民行为之间的关系. 《可持续性》, 11(22), 6395. doi:10.3390/su11226395.
- [11] Çetin, Ş., Gürbüz, S., & Sert, M. (2015). 组织承诺与组织公民行为关系的元分析：潜在调节变量检验. 《员工责任与权利杂志》, 27(4), 281–303. doi:10.1007/s10672-015-9266-5.
- [12] Zayas-Ortiz, M., Rosario, E., Marquez, E., & Colón Gruñero, P. (2015). 私营银行员工样本中组织承诺与组织公民行为之间的关系. 《国际社会学与社会政策杂志》, 35(1/2), 91–106. doi:10.1108/IJSSP-02-2014-0010.
- [13] Northouse, P. G. (2021). 《领导力：理论与实践》(第9版). SAGE Publications.
- [14] Bass, B. M., & Riggio, R. E. (2006). 《变革型领导》(第2版). Psychology Press. doi:10.4324/9781410617095.
- [15] Yukl, G. (2012). 有效领导行为：我们已经知道什么，还有哪些问题需要进一步研究. 《管理学会展望》, 26(4), 66–85. doi:10.5465/amp.2012.0088.
- [16] Bass, B. M., & Avolio, B. J. (1993). 变革型领导与组织文化. 《公共行政季刊》, 17(1), 112–121.
- [17] Dionne, S. D., Yammarino, F. J., Atwater, L. E., & Spangler, W. D. (2004). 变革型领导与团队绩效. 《组织变革管理杂志》, 17(2), 177–193. doi:10.1108/09534810410530601.
- [18] Gilmore, P. L., Hu, X., Wei, F., Tetrick, L. E., & Zaccaro, S. J. (2013). 积极情感倾向抵消了变革型领导对创造性绩效和组织公民行为的影响. 《组织行为杂志》, 34(8), 1061–1075. doi:10.1002/job.1833.
- [19] Soekidjan. (2020). 《人力资源管理》. Bumi Aksara.
- [20] Robbins, S. P., Judge, T. A., & Vohra, N. (2018). 《组织行为学》(第16版). Pearson.
- [21] Armstrong, M., & Taylor, S. (2014). 《阿姆斯特丹人力资源管理实践手册》(第13版). Kogan Page.
- [22] Mowday, R. T. (1998). 对组织承诺研究及其相关性的反思. 《人力资源管理评论》, 8(4), 387–

参考文献:

- [1] World Health Organization. (2021). 《迈向零麻风病：2021—2030年全球麻风病（汉森病）战略》. 世界卫生组织东南亚区域办事处。
- [2] Ministry of Health of the Republic of Indonesia. (2024). 《2023年印度尼西亚卫生概况》. 印度尼西亚共和国卫生部。
- [3] House, R. J., & Mitchell, T. R. (1974). 领导的路径—目标理论. 《当代商业杂志》, 3(4), 81–97.
- [4] Bass, B. M. (2000). 学习型组织中的领导力未来. 《领导与组织研究杂志》, 7(3), 18–40. doi:10.1177/107179190000700302.
- [5] Burns, J. M. (2012). 《领导力》. Open Road Integrated Media.
- [6] Becker, H. S. (1960). 关于承诺概念的若干思考. 《美国社会学杂志》, 66(1), 32–40. doi:10.1086/222820.

401. doi:10.1016/S1053-4822(99)00006-6.
- [23] Organ, D. W. (2018). 组织公民行为：近期趋势与发展. 《组织心理学与组织行为年度评论》，5, 295–306. doi:10.1146/annurev-orgpsych-032117-104536.
- [24] Podsakoff, P. M., & MacKenzie, S. B. (1997). 组织公民行为对组织绩效的影响：文献综述与未来研究建议. 《人类绩效》，10(2), 133–151. doi:10.1207/s15327043hup1002_5.
- [25] Spitzmuller, M., Van Dyne, L., & Ilies, R. (2008). 组织公民行为：对其法则网络的回顾与扩展. 载于 J. Barling & C. L. Cooper (编), 《SAGE组织行为学手册：第1卷——微观研究方法》(第106–123页). SAGE Publications.
- [26] Bernardin, H. J., & Russell, J. E. A. (2013). 《人力资源管理：体验式方法》(第6版). McGraw-Hill.
- [27] Wood, J., Zeffane, R., Fromholtz, M., Wiesner, R., Creed, A., Schermerhorn, J. R., Hunt, J. G., & Osborn, R. N. (2021). 《组织行为学：核心概念与应用》. John Wiley & Sons.
- [28] Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., Jr., & Konopaske, R. (2022). 《组织：行为、结构与过程》. McGraw-Hill.
- [29] Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2017). 《人力资源管理》(第15版). Cengage Learning.
- [30] Kurniawan. (2020). 《绩效管理》. Rajawali Pers.
- [31] Moehariono. (2020). 《基于胜任力的绩效测量》. RajaGrafindo Persada.
- [32] Mangkunegara, A. A. P. (2022). 《公司人力资源管理》. Remaja Rosdakarya.
- [33] Martoyo, S. (2019). 《人力资源管理》. BPFE.
- [34] Simamora, H. (2022). 《人力资源管理》. STIE YKPN.
- [35] Fahmi, I. (2020). 《绩效管理：理论与应用》. Alfabeta.
- [36] Bass, B. M. (1985). 《超越期望的领导与绩效》. Free Press.
- [37] Thompson, G., Buch, R., Thompson, P. M. M., & Glasø, L. (2021). 商业环境中变革型领导和互动公平对下属绩效与组织承诺的影响. 《综合管理杂志》，46(4), 274–283. doi:10.1177/0306307020984579.
- [38] Murphy, W. H., & Anderson, R. E. (2020). 变革型领导对销售人员态度、努力程度和绩效的影响. 《商业研究杂志》，110, 237–245. doi:10.1016/j.jbusres.2020.01.023.
- [39] Eliyana, A., Ma'arif, S., & Muzakki. (2019). 工作满意度和组织承诺在变革型领导影响员工绩效过程中的作用. 《欧洲管理与商业经济研究》，25(3), 144–150. doi:10.1016/j.iedeen.2019.05.001.
- [40] Rita, M., Randa Payangan, O., Rante, Y., Tuhumena, R., & Erari, A. (2018). 组织公民行为对组织承诺、变革型领导和工作动机影响员工绩效的调节作用. 《国际法律与管理杂志》，60(4), 953–964. doi:10.1108/IJLMA-03-2017-0026.
- [41] Fishbein, M., & Ajzen, I. (1975). 《信念、态度、意向与行为：理论与研究导论》. Addison-Wesley.
- [42] Istiqomah, S., & Riani, A. L. (2021). 变革型领导与酒店业组织公民行为之间的关系：情感承诺和工作投入的中介作用. 《管理动态杂志》，12(1), 53–67. doi:10.15294/jdm.v12i1.27091.
- [43] Subhaktiyasa, P. G., Andriana, K. R. F., Sintari, S. N. N., Wati, W. S., Sumaryani, N. P., & Lede, Y. U. (2023). 变革型领导、服务型领导和精神型领导对组织公民行为的影响. 《组织与管理杂志》，19(1), 224–238. doi:10.33830/jom.v19i1.3695.2023.
- [44] Koo, B., & Lee, E.-S. (2022). 对马基雅维利主义者的约束：差异化变革型领导对其组织承诺和公民行为的影响. 《商业伦理杂志》，178(1), 153–170. doi:10.1007/s10551-021-04788-2.
- [45] Manoppo, V. P. (2020). 变革型领导作为降低离职意向的因素：工作压力与组织公民行为的中介作用. 《全面质量管理杂志》，32(6), 1395–1412. doi:10.1108/TQM-05-2020-0097.
- [46] Tian, H., Iqbal, S., Akhtar, S., Qalati, S. A., Anwar, F., & Khan, M. A. S. (2020). 变革型领导对员工留任的影响：组织公民行为和沟通的中介与调节作用. 《心理学前沿》，11, 314. doi:10.3389/fpsyg.2020.00314.
- [47] Novianti, K. R. (2021). 组织承诺是否重要？变革型领导与组织公民行为之间的联系. 《管理应用杂志》，19(2), 335–345. doi:10.21776/ub.jam.2021.019.02.09.
- [48] Blau, P. M. (1964). 《社会生活中的交换与权力》. John Wiley & Sons.
- [49] Ajzen, I. (1991). 计划行为理论. 《组织行为与人类决策过程》，50(2), 179–211. doi:10.1016/0749-5978(91)90020-T.

Manuscript Information

Word count: 8,044 words (excluding references).

Peer-Review Record

Fast-track status: Not fast-tracked.

First-round reviews received: 3 reports.

Revision cycles completed: 3 rounds.

Final version submitted: July 9, 2026

Disclaimer / Publisher's Note

The statements, opinions, and data contained in this article are solely those of the authors and do not necessarily represent the views of the *Journal of Hunan University (Natural Sciences)* or its editorial team. The journal and its editors disclaim any

responsibility for injury to persons or property resulting from any ideas, methods, instructions, or products referred to in the content of this article.