



Mediation Effect of Organizational Citizenship Behavior (OCB) On The Effect of Transformational Leadership, Organizational Commitment, and Work Motivation Toward Employee Performance (Case Study on the Regional Secretariat Employees Papua Province)

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Abstract: This study aims to examine the mediating effect of OCB on the influence of leadership, commitment, and motivation on employee performance (Case Study on the Regional Secretariat Employees Papua Province). This research is located in the province of Papua, and more specifically at the District Secretariat Papua Province. The study was conducted in April-June 2016. The population in this study were all employees of the Regional Secretariat of the Province of Papua, because he had the information and the authority to explain the variable data research. The result show that there is significant influence between the variables of Transformational Leadership, Organizational Commitment and motivation Work on Organizational Citizenship Behavior and Organizational Citizenship Behavior variable role as variables that mediate the effects of Transformational Leadership, Organizational Commitment, and work motivation on employee performance. Variable Organizational Citizenship Behavior as a full mediation on the influence of Transformational Leadership, Organizational Commitment and work motivation to employee performance.

Key words: Transformational Leadership, Organizational Commitment, Work Motivation, Employee Performance, Organizational Citizenship Behavior.

Introduction

Emerging issues related to decentralization is how the Local Government views of human resources able to accommodate the apparatus of government, public services, and construction. Many area recognizes that the ability of human resources still need to be improved apparatus (Dwiyanto [1]). The government recently gave considerable attention on improving the capability of personnel in carrying out their tasks, which provide the best service to the public in accordance role as servants of the state and public servant. The efforts carried out through education and training either structural or functional nature. Education and training alone is not enough, therefore, needs the guidance and motivation of personnel to foster a strong increase the performance of the apparatus in order to improve performance.

Increased employee performance becomes important given the changes in government policy direction as desired by the spirit of reform to provide space wider and greater participation for the community in governance and development activities, which the government and its institutions to act more as a facilitator. This policy change implications on the ability of an employee professionalism in answering the challenges of globalization in the face of fierce

competition with other countries in the world. Starts from this premise, then the increase in performance of the apparatus is an urgent matter that must be repaired.

The main problem into the spotlight now is on improving the performance of government agencies. The emergence of a democratic climate in government is needed in the form of employee empowerment, especially in increasing the motivation to work, so that people begin to question the value they receive for services performed by each agency within the scope of the Papua provincial government. During the measurement of success or failure of government agencies in carrying out their duties and functions is difficult to be analyzed objectively. This difficulty occurs because of the absence of a performance measurement system that can inform the level of success of a government organization. Another difficulty is the measurement of the level of performance of a government agency is concerned with the ability of these institutions to absorb the budget, in other words, an agency will be considered successful if it can absorb 100 percent of the government budget, although the results and impact achieved from the implementation of the program is still far below standard.

Improved performance of employees, in addition to the role of transformational leadership, should also look at factors work motivation of employees. Employee performance is increased when supported by the high motivation of the employees associated with the job. Employees must have needs and interests are fulfilled. It was a disincentive for him to carry out activities in an organization, with the hope of their individual needs and interests can be realized, and conversely the activities undertaken to provide benefits to the organization. Therefore, the organization is also important to pay attention to aspects of motivation that is owned by its workforce so that the organization does not lose quality individuals. Robbins [2] defines motivation as a willingness to undertake high effort to achieve organizational goals, conditioned by the ability to meet an individual need. Hasibuan [3] states that motivation is something that stimulation or morale. In other words, motivation is a boost a person wants to take action to meet their needs.

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This study link the performance of the leadership, commitment, motivation, mediating effect OCB. In all the work, members who decide the success of the organization, so that the various efforts to improve organizational performance should start from improvements in staff performance. Therefore, an understanding of organizational behavior becomes very important in order to improve performance (both organizational performance and individual performance). Managing these organizations certainly can not be separated from managerial aspects that are closely related to the organization's activities. One of them is related to transformational leadership, organizational commitment, motivation, Organizational Citizenship Behavior, and employee performance. This study aims to examine the mediating

effect of OCB on the influence of leadership, commitment, and motivation on employee performance (Case Study on the Regional Secretariat Employees Papua Province).

2. Theoretical Review

2.1. Transformational Leadership

Transformational leadership is a concept that has become prominent in the last two decades and is also connected to the visionary and charismatic leadership. Transformational Leadership associated with a strong self-identification, the creation of a shared vision for the future and the relationship between leaders and followers based on something more than just the award to comply. Transformational leaders define the need for change, creating a new vision, mobilize commitment to the vision and transform followers both at the individual and organizational level. The leader's ability to articulate a vision that is attractive for the future is a major element of transformational leadership.

Kouzes and Posner [4] suggests there are five steps that must be done in order to be a transformational leader, among others: (1) questioned the practices that exist at this time, (2) to inspire a shared vision, (3) help others to act, (4) demonstrating or practicing how to realize the new vision, (5) capable of taking care of subordinates. Furthermore, transformational leaders can successfully change the status quo in their organizations practicing appropriate behavior at every stage of the transformation process. If the old ways do not match, then the leader will draw up a new vision of the future with a focus on strategy and motivational. The vision clearly stated goals of the organization and also serves as a source of inspiration and commitment.

2.2. Organizational Commitment

Mowday, Porter, and Steers [5] defines commitment as an organization: the relative strength of an individual's identification with and involvement in a particular organization. The definition indicates that organizational commitment memiliki loyalty means more than a passive, but involves an active relationship and the desire of employees to make a meaningful contribution to the organization organisasinya. Commitment proposed by Mowday [5] is characterized by the presence of: (1) Relief strong and reception the objectives and values of the organization; (2) Readiness to work hard; and (3) a strong desire to stay in an organization. This commitment is classified as affective commitment or attitude as it relates to the extent to which people feel their personal values and goals in accordance with the values and goals of the organization. The greater the congruence between values and goals of the individual with the values and goals of the organization, the higher the employees' commitment to the organization.

Luthans [6] identifies three dimensions of Organizational Commitment. First, affective commitment, namely: "involves the employee's emotional attachment to, identification with, is involvement in the organization". This implies that the affective commitment comes from emotional attachment to the organization, identifying and actively involved in the organization. Second, rational commitment, namely: "involves commitment based on the cost that the employee associated with leaving the organization". Rational commitments relating to the commitment that is based on employee perceptions of damages that would be obtained if leaving the organization. Third, normative commitment, namely: "involves employee's

feeling of obligation to stay with the organization". Normative commitment associated with feelings of employees towards the necessity to remain in the organization.

2.3. Work Motivation

Researchers first to realize the importance of motivation is Sigmund Freud (Hersey [7]), who believes that people are not always aware of the things he wants, and therefore behavior is influenced by unconscious motivations or needs. Porter and Lawler [8] explains that the motivation and the environment lead to someone's performance. That is, someone will do the selection with a variety of alternate behaviors and the level of effort based on the appeal they will get as a result. Motivation becomes effective if a person knows a role in the organization well, and understand how to make improvements. There are two kinds of motivation, namely intrinsic and extrinsic. Intrinsic motivation is a push if someone is behaving as he is interested and get satisfaction on activities that, while extrinsic motivation is encouragement in the form of an award or acclaim as a tool for someone willing to behave, so that the satisfaction derived not derived from such activities, but is a consequence of extrinsic which leads to the activity directions.

Robbins and Coulter [9] defines motivation as a process that produces the intensity, direction and persistence of individuals in an effort to reach the goal. A key element contained in the above definition is intensity, purpose and perseverance. Intensity relates to the degree of effort an employee in achieving personal goals. The intensity level should also be directed earnestly to the intended destination in order to produce a good result. Perseverance an employee is a measure of how long a person can sustain his efforts in reaching the goal. Mathis and Jackson [10] defines motivation as a desire in a person that cause people to take action.

2.4. Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) is an extra individual behavior, which is not directly or explicitly recognized in a formal work system, and that in aggregate can improve the effectiveness of the organizational functions (Organ, [11]). Organizations generally believe that to achieve excellence should seek individual performance as high, because basically individual performance affects the performance of the team or work group and ultimately affect the overall performance of the organization.

OCB contribute to the welfare of the community, the transformation of resources, innovation and addaptation (Organ [11]) as well as overall organizational performance (Netemeyer [12]), including increasing the effectiveness and efficiency of the deployment of scarce resources, time and problem solving among units work in a collective way and interdependence. Additionally OCB will explain proportion halo effect in performance assessment (Organ [11]) and is a determinant for human resource management program to monitor, maintain, and improve the working attitude accumulation will affect the psychological health, productivity and worker thought.

2.5. Employee Performance

Employee performance evaluation is usually based on a job description that had been developed by the organization. Thus, both the poor performance of an employee visits his ability to complete tasks according to work under his responsibility, as stated in the job description. Dyne et al. [13] states that if someone is doing the work in accordance with the existing task in the job discription, so-called in-role behavior. There is a fundamental difference between the behavior of in-role and extra role. In the in-role usually associated with rewards and sanctions, while in extra-role usually free rewards, and the behavior of the individual is not organized by the reward that will be received, no additional incentives are given to the individual, despite having contributed to the organization (Morrison [14]). Employee performance can be measured on the various dimensions of the work include the following types of work, supervision, salary given, promotion obtained and working conditions that include co-workers and the working atmosphere. Tsui in Mas'ud [15] to evaluate the performance of human resources based on specific behaviors (judgment performance evaluation) using 11 criteria, ie the quantity of employee, employee quality, employee efficiency, employee quality standards, business employees, employee professional standards , the ability of employees to the core work, the ability of employees to use common sense, accuracy employee, employee knowledge and creativity of employees.

3. Material and Methods

This research is located in the province of Papua, and more specifically at the District Secretariat Papua Province. The study was conducted in April-June 2016. The population in this study were all employees of the Regional Secretariat of the Province of Papua, because he had the information and the authority to explain the variable data research. Based on the number of employees in the Regional Secretariat Papua province, the number of population in this study was 423 people. This study uses a quantitative approach in conducting the data analysis, the analytical methods used in analyzing empirical data gathered researchers include (1) the analysis of descriptive statistics intended to determine the frequency distribution of the answers from the questionnaire, and (2) statistical analysis of inferential used to test hypotheses of the study Structural Equation Modeling (SEM).

4. Result and Discussion

4.1. Measurement Model

Table 1 below presents the average yield and loading factor of each indicator in each study variables.

Table 1: Measurement Model

Variables	Indicators	Mean	Loading Factor	Sig (P-value)
Transformational Leadership (X1)	Idealism Effect (X1.1)	3.667	0.540	0.000
	Inspirational Motivation (X1.2)	3.790	0.626	0.000
	Intellectual Stimulation (X1.3)	3.617	0.623	0.00
	Individual Cosideration (X1.4)	3.642	0.659	Fix

Variables	Indicators	Mean	Loading Factor	Sig (P-value)
Organizational Commitment (X2)	Affective (X2.1)	3.519	0.599	0.000
	Normative (X2.2)	3.716	0.657	0.000
	Rational (X2.3)	3.667	0.784	Fix
Work Motivation (X3)	Valence (X3.1)	3.593	0.874	0.000
	Expectation (X3.2)	3.568	0.696	0.000
	Instrument (X3.3)	3.704	0.459	Fix
Organizational Citizenship Behavior (Y1)	Altruism (Y1.1)	3.667	0.448	Fix
	Conscientiousness (Y1.2)	3.494	0.584	0.000
	Sportmanship (Y1.3)	3.321	0.607	0.000
	Courtesy (Y1.4)	3.222	0.784	0.000
	Civic virtue (Y1.5)	3.432	0.573	0.000
Employee Performance (Y2)	Work Result (Y2.1)	3.704	0.688	Fix
	Work Behavior (Y2.2)	3.642	0.777	0.000
	Personal Character (Y2.3)	3.630	0.641	0.000

Based on Table 1, note that all significant indicators to measure each variable. The analysis also showed that the most powerful indicator as a measure of Transformational Leadership (X1) is an individual consideration (loading factor loading factor of 0.659 and mean 3,642). Thus it can be seen that the transformational leadership mainly influenced by the presence of strong individual consideration. On Organizational Commitment variable (X2) is known that the most powerful indicator as pengukurnya is rational Commitment (loading factor mean 0784 and 3667). Thus it can be seen that the Organizational Commitment mainly influenced by the presence of rational commitment. In the variable work motivation (X3) is known that the most powerful indicator as pengukurnya is Valensi (loading factor and mean 874 3593). Thus it can be seen that the work motivation mainly influenced by their valence. In Variable Citizen Organizational Behavior (Y1) CFA results showed that the most powerful indicator as pengukurnya is courtesy (loading factor mean 0784 and 3222). This means that the variable Organizational Behavior Citizen primarily influenced by courtesy. In the variable Employee Performance (Y2) is known as the strongest indicator that the measuring is Work Behavior (loading factor of 0.777 and mean 3,642). in other words, variable Employee Performance mainly influenced by the behavior of employee.

4.2. Model Assumption

The assumptions that must be met prior to SEM analysis is the assumption of normality, absence of outliers, and linearity. The multivariate normality assumption was tested with the help of software AMOS 6. Normality test results obtained critical value ratio of 0275 to the

critical value for Z 5% is equal to 1.96. Because the absolute value of CR for 0275 amounted multivariate <1.96 then the multivariate normality assumptions were met.

To test whether there is an outlier, it can be seen with mahalanobis distance (Md). Mahalanobis distance is evaluated using a value of 109 791. Mahalanobis distance with the most distant observation point is the respondent to 199 with a value Md = 47 370. When compared to the value of 109.791, the value Md point-to-68 <109 791, it was concluded that all points of observation is not an outlier.

Testing was conducted by the assumption of linearity Curve Fit. Linearity test results shows all significant linear model for the Sig> 0.05 thus concluded that the assumption of linearity have been met.

4.3 Goodness Of Fit Model

Results of testing the overall goodness of fit models, according to the results of the SEM analysis, to determine if a hypothetical model supported by empirical data, are given in Table 2 below:

Table 2 Goodness Of Fit Overall Model

Criterion	Cut-of value	Result	Conclusion
Chi Square	Small	133.754	Fit Model
p-value	≥ 0.05	0.346	
CMIN/DF	≤ 2.00	1.045	Fit Model
RMSEA	≤ 0.08	0.024	Fit Model
GFI	≥ 0.90	0.853	Marginal Model
AGFI	≥ 0.90	0.804	Marginal Model
TLI	≥ 0.95	0.977	Fit Model
CFI	≥ 0.95	0.981	Fit Model

The test results based on the Goodness of Fit Overall Table 2 shows that 5 of the 7 criteria showed a good model that are Chi Square, CMIN / DF, RMSEA, TLI and CFI. According to Arbuckle and Wothke, the best criteria are used as an indication of the good of the model is the value of Chi Square / DF is less than 2, and RMSEA were under 0.08. In this study, the value of CMIN / DF and RMSEA has met the cut-off value. Therefore, the model SEM in this study fit and unfit for use, so it can be done in order to discussion further interpretation.

4.4. Hypothesis Testing

In the second part of SEM analysis is the interpretation of structural models or structural models. Structural model presents the relationship between the study variables Coefficient structural model of stating the magnitude relationship between the variable to another variable. There is significant influence between variables one to another variable, if the value of P-value of <0.05. In the SEM are two influences that direct effect (direct effect), as well as indirect effect (indirect effect) analysis results are presented in the following table:

Table 3: Structural Model: Direct Effect

No	Relationship	Coefficient	P-value	Conclusion
1	X1 to Y1	0.437	0.014	Signiifcant
2	X2 to Y1	0.372	0.021	Signiifcant
3	X3 to Y1	0.437	0.020	Signiifcant
4	X1 to Y2	0.310	0.060	Not-Signiifcant
5	X2 to Y2	0.134	0.345	Not-Signiifcant
6	X3 to Y2	0.156	0.294	Not-Signiifcant
7	Y1 to Y2	0.549	0.026	Signiifcant

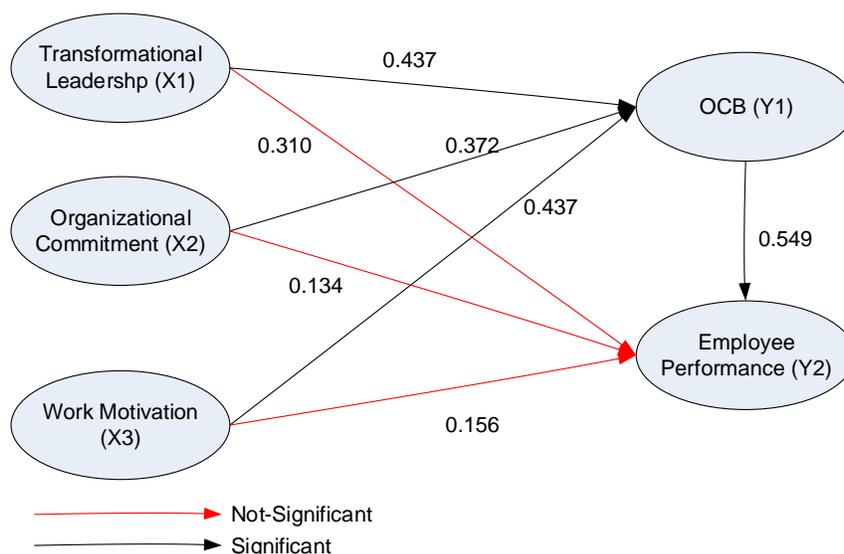


Figure 1: Structural Model: Direct Effect

Based on Table 3 and Figure 1 it is known that there is a significant direct effect between the variables of transformational leadership, commitment and motivation Orgaisasi Citizen Work on Organizational Behavior (Y1). Direct influence marked positive coefficient indicates that increasing variable Transformational Leadership, commitment and work motivation Orgaisasi it will affect the increasing Citizen Organizational Behavior (Y1). The different results shown on the outcome of direct influence between variable Transformational Leadership, Commitment Orgaisasi and work motivation on employee performance (Y2) which indicates that there is no direct influence significant between variable Transformational Leadership, Commitment Orgaisasi and work motivation to employee performance (Y2). In other words, the intensity of the Transformational Leadership, commitment and work motivation Orgaisasi will not affect the high and low levels of employee performance (Y2).

Testing mediation obtained from several study directly influence the form of mediation. Here is presented the test results of mediation by using Sobel test:

Table 4: Structural Model: Mediation Effect

Mediation	Relationship	Coefficient	CR	P-value
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Mediation	Relationship	Coefficient	CR	P-value
Y1	X1 to Y2	0.240	2.166	0.030
Y1	X2 to Y2	0.204	2.193	0.028
Y1	X3 to Y2	0.240	2.061	0.039

A. Mediation Effect of Organizational Citizenship Behavior In Relationship between Transformational Leadership to Employee Performance

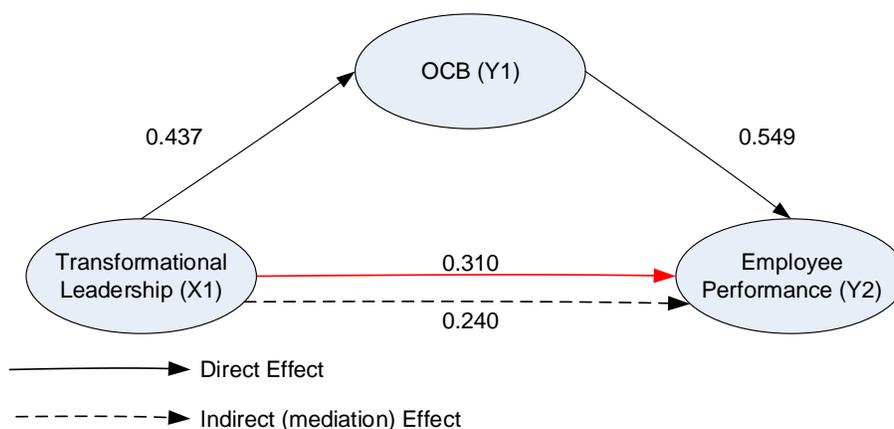


Figure 2. Mediation Effect of Organizational Citizenship Behavior In Relationship between Transformational Leadership to Employee Performance

Test Results Sobel in Table 4 and Figure 2 shows that the coefficient of Indirect Influence by 0.240, and the value of CR for 2.166 > 1.96 and P-value of 0.030 > 0.05 indicates that the Organizational Citizenship Behavior (Y1) mediates the effect of transformational leadership on employee performance (Y2). Given the marked positive coefficient indicates that the higher the transformational leadership will result in the higher employee performance (Y2), if mediated Citizen Organizational Behavior (Y1) were also higher. Citizen Organizational Behavior (Y1) as a mediation variable in relationship between transformational leadership to employee performance (Y2).

The findings of this study is a combination of the findings: firstly, the findings of Jahangir et al., (2004), Walumbwa et al., (2005), Asgari et al., (2008), Subramaniam (2011), Zabihi and Hashemzahi (2012) that transformational leadership significantly influence OCB, and second, the findings of Silverthorne (2004), Walumbwa et al., (2005), Jahangir et al., (2006), Jo and Joo (2011), Mohant et al., (2015) that OCB effect on employee performance.

Daft and Macrcic (2008), define leadership as the ability to influence people towards the achievement of organizational goals. Bohn and Grafton in Chang & Lee (2007) states that leadership is a way to create clear goals, fulfill their subordinates with confidence, create coordination and communication thorough and detailed. Meanwhile Yukl (2010), define leadership as a process of influencing others to understand and agree on what to do and how to do as well as the process of facilitating individual and collective efforts to achieve common

goals. From some of these definitions seem that the essence of leadership is an activity to influence others to achieve goals.

This study found that leadership will be able to improve the performance of employees if supported by OCB. Daft and Macrcic (2008), define leadership as the ability to influence people towards the achievement of organizational goals. Bohn and Grafton in Chang & Lee (2007) states that leadership is a way to create clear goals, fulfill their subordinates with confidence, create coordination and communication thorough and detailed. Meanwhile Yukl (2010), define leadership as a process of influencing others to understand and agree on what to do and how to do as well as the process of facilitating individual and collective efforts to achieve common goals. From some of these definitions seem that the essence of leadership is an activity to influence others to achieve goals.

B. Mediation Effect of Organizational Citizenship Behavior In Relationship between Organizational Commitment to Employee Performance

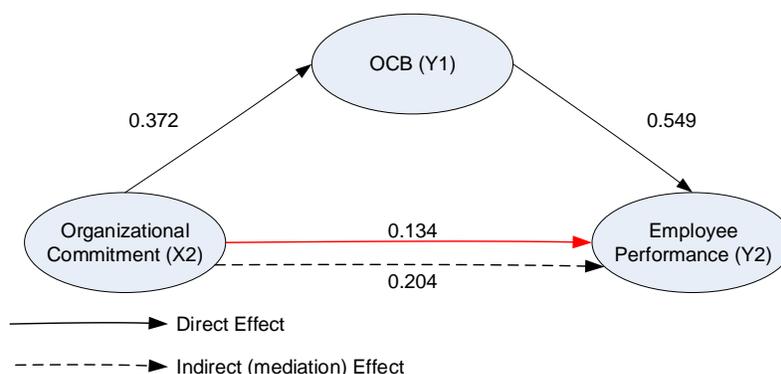


Figure 3. Mediation Effect of Organizational Citizenship Behavior In Relationship between Organizational Commitment to Employee Performance

Test Results Sobel in Table 4 and Figure 3 shows that the coefficient of Indirect Influence 0.204, and the value of CR for 2.193 > 1.96 and P-value of 0.028 > 0.05 indicates that the Organizational Citizenship Behavior (Y1) mediates the effect of Organizational Commitment on employee performance (Y2). Given the marked positive coefficient indicates that the higher the Organization's commitment will lead to the higher employee performance (Y2), if mediated Organizational Citizenship Behavior (Y1) were also higher. Organizational Citizenship Behavior (Y1) as a mediation variable in relationship between Organizational Commitment to employee performance (Y2).

This study found that a significant effect Organizational Commitment indirectly through an intermediary the Employee Performance Organizational Citizenship Behavior. This indicates the effect of mediation (intermediary) Organizational Citizenship Behavior on Organizational Commitment influence on employee performance. This shows the increasing commitment of the Organization, supported by the Organizational Citizenship Behavior is too high, would increase employee performance.

The findings of this study is a combination of the findings: firstly, the findings of Bishop et al., (2002), Alotaibi (2004) *, Jahangir et al., (2004) *, Silverthorne (2004), Jahangir et al., (2006), Subramaniam (2011), Jo and Joo (2011) that organizational commitment significantly influence OCB, and second, the findings of Silverthorne (2004), Walumbwa et al., (2005), Jahangir et al., (2006), Jo and Joo (2011), Mohant et al., (2015) that the OCB effect on employee performance.

Meyer and Allen in Luthans (2008), identified three dimensions of Organizational Commitment. First, affective commitment (affective commitment), namely: "involves the employee's emotional attachment to, identification with, is involvement in the organization". This implies that the affective commitment comes from emotional attachment to the organization, identifying and actively involved in the organization. Second, rational commitment (continuance commitment), namely: "involves commitment based on the cost that the employee associated with leaving the organization". Rational commitments relating to the commitment that is based on employee perceptions of damages that would be obtained if leaving the organization. Third, normative commitment (normative commitment), namely: "involves employee's feeling of obligation to stay with the organization". Normative commitment associated with feelings of employees towards the necessity to remain in the organization.

This study found that organizational commitment would be able to improve the performance of employees if supported by OCB. Daft and Macrcic (2008), define leadership as the ability to influence people towards the achievement of organizational goals. Bohn and Grafton in Chang & Lee (2007) states that leadership is a way to create clear goals, fulfill their subordinates with confidence, create coordination and communication thorough and detailed. Meanwhile Yukl (2010), define leadership as a process of influencing others to understand and agree on what to do and how to do as well as the process of facilitating individual and collective efforts to achieve common goals. From some of these definitions seem that the essence of leadership is an activity to influence others to achieve goals.

C. Mediation Effect of Organizational Citizenship Behavior In Relationship between Work Motivation to Employee Performance

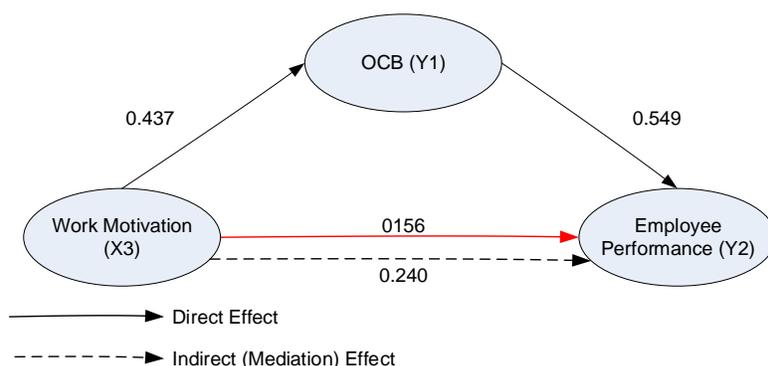


Figure 4. Mediation Effect of Organizational Citizenship Behavior In Relationship between Work Motivation to Employee Performance

Test Results Sobel in Table 4 and Figure 4 shows that the coefficient of Indirect Influence by 0.240, and the value of CR for $2.061 > 1.96$ and P-value of $0.039 > 0.05$ indicates that the Organizational Citizenship Behavior (Y1) mediates the effect of work motivation on employee performance (Y2). Given the marked positive coefficient indicates that the higher the motivation of work will result in the higher employee performance (Y2), if mediated Organizational Citizenship Behavior (Y1) were also higher. Organizational Citizenship Behavior (Y1) as a mediation variable in relationship between work motivation to employee performance (Y2).

The research found that work motivation indirectly significant influence on employee performance through an intermediary Organizational Citizenship Behavior. This indicates the effect of mediation (intermediary) Organizational Citizenship Behavior at Work Motivation influence on employee performance. This shows with higher work motivation, supported by the Organizational Citizenship Behavior that is too high, would increase employee performance.

The findings of this study is a combination of the findings: first, finding Babaei et al., (2015) that motivation significantly influence OCB, and second, the findings of Silverthorne (2004), Walumbwa et al., (2005), Jahangir et al., (2006), Jo and Joo (2011), Mohant et al., (2015) that the OCB effect on employee performance.

This study found that motivation will be able to improve the performance of employees if supported by OCB. Daft and Macrcic (2008), define leadership as the ability to influence people towards the achievement of organizational goals. Bohn and Grafton in Chang & Lee (2007) states that leadership is a way to create clear goals, fulfill their subordinates with confidence, create coordination and communication thorough and detailed. Meanwhile Yukl (2010), define leadership as a process of influencing others to understand and agree on what to do and how to do as well as the process of facilitating individual and collective efforts to achieve common goals. From some of these definitions seem that the essence of leadership is an activity to influence others to achieve goals.

5. Conclusion and Recommendation

Based on the results and the discussion is concluded that there is significant influence between the variables of Transformational Leadership, Organizational Commitment and motivation Work on Organizational Citizenship Behavior and Organizational Citizenship Behavior variable role as variables that mediate the effects of Transformational Leadership, Organizational Commitment, and work motivation on employee performance. Variable Organizational Citizenship Behavior as a full mediation on the influence of Transformational Leadership, Organizational Commitment and work motivation to employee performance.

From the research results, obtained the following recommendations (1) Recommendation to the Head of the Secretariat of the Regional Government of Papua Province is to improve employee performance Secretariat of Papua, the necessary improvement characterized by transformational leadership capability, as well as increased organizational commitment and employee motivation.

To that should be done regularly, training and human resources development in the Secretariat of Papua, (2) Recommendation for employees, in order to improve the skills and capabilities of its human resources, especially with regard to the organization's commitment and how to increase the motivation of themselves to improve employee performance, (3) Recommendations for further research, in order to add some other variables that are not tested in this study such as Quality of worklife, job satisfaction, and job involvement.

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