

**PENGARUH KETERLIBATAN KERJA DAN KEPEMIMPINAN
TRANSFORMASIONAL TERHADAP KINERJA PEGAWAI MELALUI
ORGANIZATIONAL CITIZENSHIP BEHAVIOR SEBAGAI VARIABEL
INTERVENING PADA BANK PERMATA KC ZAINUL ARIFIN**

ABSTRAK

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Penelitian ini bertujuan untuk mengetahui apakah Keterlibatan Kerja dan Kepemimpinan Transformasional berpengaruh terhadap Kinerja melalui *Organizational Citizenship Behavior* sebagai variabel intervening pada pegawai Bank Permata KC Zainul Arifin. Penelitian dilakukan terhadap pegawai tetap pada Bank Permata KC Zainul Arifin. Populasi dalam penelitian ini sebanyak 202 orang. Teknik pengambilan sampel pada penelitian ini yaitu menggunakan rumus slovin dengan jumlah sampel sebanyak 135 orang. Teknik pengumpulan data yang digunakan adalah data primer berupa kuesioner dan data sekunder yang diperoleh melalui studi dokumentasi. Teknik analisis data menggunakan data kuantitatif yang diolah dengan program SPSS versi 25, yaitu uji t, uji sobel dan analisis jalur. Hasil yang didapat dalam penelitian ini menunjukkan 1) terdapat pengaruh positif dan signifikan antara Keterlibatan Kerja terhadap *Organizational Citizenship Behavior*, 2) terdapat pengaruh positif dan signifikan antara Kepemimpinan Transformasional terhadap *Organizational Citizenship Behavior*, 3) terdapat pengaruh positif dan signifikan antara Keterlibatan Kerja terhadap Kinerja, 4) terdapat pengaruh positif dan signifikan antara Kepemimpinan Transformasional terhadap Kinerja, 5) terdapat pengaruh positif dan signifikan antara *Organizational Citizenship Behavior* terhadap Kinerja, 6) Terdapat pengaruh antara Keterlibatan Kerja terhadap Kinerja melalui *Organizational Citizenship Behavior* sebagai variabel intervening, 7) Terdapat pengaruh antara Kepemimpinan Transformasional terhadap Kinerja melalui *Organizational Citizenship Behavior* sebagai variabel intervening.

Kata Kunci: Kepemimpinan Transformasional, Keterlibatan Kerja, Kinerja, dan *Organizational Citizenship Behavior*.

**THE EFFECT OF WORK INVOLVEMENT AND
TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE
PERFORMANCE THROUGH *ORGANIZATIONAL CITIZENSHIP
BEHAVIOR* AS AN INTERVENING VARIABLE IN BANK PERMATA KC
ZAINUL ARIFIN**

ABSTRACT

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This study aims to determine whether Work Involvement and Transformational Leadership influence Performance through Organizational Citizenship Behavior as an intervening variable in Bank Permata KC Zainul Arifin employees. The study was conducted on permanent employees at Bank Permata KC Zainul Arifin. The population in this study was 202 people. The sampling technique in this study was using the Slovin formula with a sample size of 135 people. The data collection technique used was primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique used quantitative data processed with the SPSS version 25 program, namely the t-test, Sobel test and path analysis. The results obtained in this study indicate 1) there is a positive and significant influence between Work Involvement on Organizational Citizenship Behavior, 2) there is a positive and significant influence between Transformational Leadership on Organizational Citizenship Behavior, 3) there is a positive and significant influence between Work Involvement on Performance, 4) there is a positive and significant influence between Transformational Leadership on Performance, 5) there is a positive and significant influence between Organizational Citizenship Behavior on Performance, 6) There is an influence between Work Involvement on Performance through Organizational Citizenship Behavior as an intervening variable, 7) There is an influence between Transformational Leadership on Performance through Organizational Citizenship Behavior as an intervening variable.

Keywords: Transformational Leadership, Work Engagement, Performance, and Organizational Citizenship Behavior.