

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON TASK PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS: THE MEDIATION ROLE OF WORK ENGAGEMENT AND ORGANIZATIONAL IDENTIFICATION (CASE STUDY ON THE SECRETARIAT GENERAL OF THE MINISTRY OF FINANCE OF THE REPUBLIC OF INDONESIA)



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Abstract

This study aims to determine the direct influence of transformational leadership on task performance and organizational citizenship behaviors and through the mediation role of work engagement and organizational identification. Data were collected through questionnaires and analyzed using Structural Equation Modeling. A total of 367 employees of the Ministry of Finance Secretariat General participated as research samples. The results of this study indicate that transformational leadership has an indirect effect on organizational citizenship behaviors through work engagement and organizational identification, and on task performance through work engagement although only partial mediation. However, transformational leadership does not have an indirect effect on task performance through organizational identification, so that organizational identification does not mediate the effect of transformational leadership on task performance. This study also shows that transformational leadership has a direct influence on task performance and organizational citizenship behaviors of employees of the Ministry of Finance Secretariat General, especially related to concern for the image of the organization. Therefore, organizations need to encourage technical-level leaders (echelon IV) to always demonstrate the characteristics of a transformational leader so that employees below them are increasingly motivated to defend the agency when other agencies criticize it, show pride when representing the agency in public, and express loyalty to the organization.

Keywords: Transformational Leadership, Task Performance, Organizational Citizenship Behaviors, Work Engagement, Organizational Identification

INTRODUCTION

According to the Worldwide Governance Indicators data released by the World Bank in 2021 regarding GEI, there was an increasing trend from 2019 to 2021 regarding the GEI of the Government of Indonesia, although there had been several decreases, most recently in 2018 to 2019 by minus 0.01 points. This GEI shows the perception of public services, civil services, and their level of independence from political pressure, as well as the credibility of the government's commitment to policy. Meanwhile, based on The Index of Regulatory Quality (2023), the value achieved by the Indonesian Government also fluctuated, with several decreases in 2015 and 2018.

At a more specific level, namely the Secretariat General of the Ministry of Finance of the Republic of Indonesia, organizational performance is measured through Key Performance Indicators (IKU) with output in the form of Organizational Performance Values (NKO). Based on the Ministry of Finance's Secretariat General Performance Report (2021), all strategic targets on the Ministry of Finance's Secretariat General's 2021 strategy map have green status, indicating that all strategic targets have exceeded expectations, with the 2021 NKO monitored at 111.249. However, the NKO value is 0.75 points lower when compared to the NKO in 2020 (111.99).

Employee performance as an outcome of the organization can be improved by psychological bonds that strengthen employee emotions and motivate them to feel driven and more connected to their organization (Saleem, Bhutta, & Muhammad Nauman, 2019; Shukri & Hamid, 2025). When employees not only carry out the tasks listed in the performance contract, but are also willing and able to carry out other tasks (outside the performance contract), it will have a positive effect on the success of achieving organizational performance. There are two types of employee behavior: those carried out according to the job description and those carried out not according to the job description. This is called organizational citizenship behavior (Silaban & Setyaningrum, 2025).

According to Bottomley, Mostafa, Gould-Williams and Cazares (2016), identification, dedication, and devotion to the organization are indicators of organizational citizenship behaviors.. At the Ministry of Finance, measurements of the level of organizational health are carried out through the Ministry of Finance Organizational Health Assessment survey, better known as the Ministry of Finance Organizational Fitness Index (MOFIN), which is held every two years. According to the results of the 2021 MOFIN survey, the organizational health index scored 85 (up from a score of 83 in the previous implementation). These results indicate that the Ministry of Finance organization is in a healthy condition.

Through leadership direction, the organization seeks to improve its performance (Shohiron & Gopar, 2024). In the Strategic Initiative of the Bureaucratic Reform and Institutional Transformation Program (IS RBTK), the implementation of massive digital transformation is part of the improvement. Although digital transformation has started since 2019, the pandemic has pushed it. Digital transformation will continue in 2021 with the aim of building a data-driven organization. Transformational leaders persuade followers to behave for their own organization rather than the community or society as a whole, claim Jensen et al. (2019). In order to engage their subordinates in accomplishing corporate objectives, leaders using this transformational leadership style aim to meet their higher needs.

High employee work engagement is required as a mediating component in task performance improvement, in addition to transformational leadership. The results of previous studies show that when leaders are able to influence and bring out the best abilities of their subordinates, so that they have high work engagement, the end result will be high task performance as well. Previous studies have also revealed that work engagement produces organizational citizenship behaviors (Alfes et al., 2013; Babcock-Roberson and Strickland, 2010; Rich et al., 2010). Task performance, which is the output of employees after receiving a form of transformational leadership, is also influenced by how high the employee's organizational identification is with the organization where they work. According to Liu, Bracht, Zhang, Bradley, and van Dick (2020), personnel who have a high level of organizational identification have a stronger psychological bond with their company than those who have a low one. Previous research has shown that transformational leadership influences follower affiliation with a group (Tse and Chiu, 2014). In short, this greater effort and motivation helps employees to focus more on their tasks and improve their individual performance (Walumbwa et al., 2008, 2011). In addition, research also found that there is a positive relationship between organizational identification and organizational citizenship behaviors (Zhang et al., 2017).

Strengthening the New Ways of Working (NWOW) culture is one way the organization is implementing change through IS RBTK. New Thinking of Working (NTOW) is the foundation of NWOW. Since 2018–2019, the Ministry of Finance has extensively adopted a number of NTOWs, including office automation and flexible working studies (open space, remote working, flexy time). The Ministry of Finance's use of NWOW is demonstrated by the availability of flexible work schedules and collaborative workspaces. Co-working spaces, satellite offices, and activity-based workplaces are all examples of collaborative workspaces. Flexible working hours (FWH) and flexible working space (FWS) make up flexible working arrangements.

The changes made by the leadership of the organization through IS RBTK cannot be separated from the demands of changing times, one of which is related to the application of information technology. One of the traits of transformative leadership is the modifications that have been done. Surucu, Maslakçi, and Sesen (2022) assert that transformational leaders inspire followers to perform better than expected by altering their morals, values, interests, and goals. Individual concern, ideal influence, intellectual stimulation, and inspirational drive are characteristics that set this leadership theory apart from others. As the driving and core agency of the Ministry of Finance, the changes that have been initiated massively at the Secretariat General of the Ministry of Finance are expected to be implemented widely and gradually to all other agencies or echelon 1 units in the Ministry of Finance.

Burns originally identified transformational leadership in a 1978 study of political leaders. Bass then made a distinction between transactional and transformational leadership in 1985. The latter is predicated on a process of logical exchange where followers obey their leaders' orders in order to receive benefits and stay out of trouble. The transactional leadership style is not inherently ineffectual (Judge & Piccolo, 2004), but it does not produce the excitement, trust, respect, and adoration for leaders that are hallmarks of transformational leadership (Yukl, 2013). This study's focus on transformational leadership as an organizational endeavor to enhance worker task performance and sustain high levels of worker organizational citizenship behaviors is based on this.

REVIEW OF LITERATURE

Transformational Leadership

The term "transformational leadership" is a strategy whereby leaders inspire their followers to align with the objectives and concerns of the company in order to surpass expectations (Buil, Martinez, and Matute, 2019). For effective management, transformational leadership is essential to bring about the necessary change. Leaders who exhibit high standards of moral and ethical behavior are said to have idealized influence, often known as charisma. Transformational leaders are well-respected, exude confidence, and serve as powerful role models for those who follow them. Energizing followers by presenting an inspiring and captivating vision is known as inspirational motivation. Followers of transformational leaders are empowered to realize the vision and are inspired to share it.

Compared to private sector firms, transformational leaders are thought to be less successful and less well-liked in public sector enterprises. According to Bass and Riggio (2006), Howell (1997), Pawar and Eastman (1997), Shamir and Howell (1999), and others, public sector organizations are thought to be more reliant on bureaucratic control mechanisms. Additionally, this sector offers institutional changes in leadership (Lowe, Galen Kroeck, and Sivasubramaniam 1996). On the other hand, meta-analyses have demonstrated the efficacy of transformative leadership (Dumdum, Lowe, and Avolio 2002; Lowe, Galen Kroeck, and Sivasubramaniam 1996).

All things considered, transformational leadership encourages task performance and empowers staff to exhibit more creative and altruistic service behaviors to better satisfy client needs. Accordingly, prior research has indicated that transformative leadership improves task performance (Buil et al., 2019; Lorinkova and Perry, 2019). Accordingly, transformative leadership has a direct and favorable impact on employee performance evaluations, according to Grant's (2012) research on government workers.. Departing from these things, the first hypothesis in this study can be formulated, that:

H1 : *Transformational leadership has a positive influence on task performance*

By altering their followers' attitudes, beliefs, and values, transformational leaders can also inspire them to perform better than expected (Rafferty and Griffin, 2004). Transformational leaders can thereby promote OCB and enhance task performance. These beneficial effects have been supported by a number of meta-analyses (Fuller et al., 1996; Judge and Piccolo, 2004; Lowe et al., 1996). For instance, transformational leadership has a favorable correlation with both group and organizational performance, according to Judge and Piccolo's (2004) meta-analysis. Similarly, transformative leadership enhances followers' task performance and organizational citizenship behavior, according to Piccolo and Colquitt (2006). Departing from these things, the second hypothesis can be formulated in this study, that:

H2 : *Transformational leadership has a positive influence on organizational citizenship behaviors*

Organizational Identification

Employees' definition of themselves in relation to their organizational membership, along with the emotional connotations and values associated with that participation, is known as organizational identification (Ashforth et al., 2008). Prior research has mostly concentrated on organizational characteristics (e.g., corporate social responsibility, Farooq et al., 2017; organizational prestige, Smidts et al., 2001) or relationship-based characteristics

(e.g., relational identification with supervisor, Sluss and Ashforth, 2007; similarity with others, Turner, 1981) as antecedents of organizational identification in order to explain how organizational identification occurs. The quality of transformational leaders in the context of organizational identification according to Podsakoff et al. in Liu, Bracht, Zhang, Bradley, and van Dick (2020) is to encourage acceptance of organizational goals. They do this, for example, by developing team attitudes and spirit among employees and encouraging employees to be 'team players'.

Employees may act consistently and positively toward the company in question if they feel a sense of identification with it. Therefore, this well-known figure motivates staff to put in extra effort for the company's advancement (Davila and Garci, 2012). According to Allen et al. (2017) and Conroy et al. (2017), this favorable perception of the workplace causes identified individuals to exert more energy and motivates them to put in more effort in order to preserve organizational identification. As a result, workers use their position within the group and the increased efficacy that comes from organizational identification as a foundation for fostering a positive self-image that inspires them to perform better (Abbasi et al., 2020). Thus, employees who experience high levels of organizational identification tend to achieve goals, cooperate with coworkers and often show positive employee performance behaviors. Departing from these things, the third hypothesis can be formulated in this study, that:

H3 : *Organizational identification positively mediates the relationship between transformational leadership and task performance.*

Prior research has demonstrated a connection between organizational identity and outcomes including job performance and role behavior (Riketta, 2005; Riketta and Van Dick, 2005; Smidts et al., 2001; Walumbwa et al., 2008, 2011). Employees who identify more with their organization are more likely to act in ways that go beyond their core responsibilities, according to research by Van Dick et al. (2006). However, a recent study by Zhang et al. (2017) discovered a favorable correlation between supervisors' assessments of organizational citizenship activities and organizational identity. Departing from these things, the fourth hypothesis can be formulated in this study, that:

H4 : *Organizational identification positively mediates the relationship between transformational leadership and organizational citizenship behaviors.*

Work Engagement

Organizations must make sure that their staff members concentrate and give their duties their whole attention in order to sustain high levels of productivity and functional effectiveness (Lai, Tang, Lu, Lee, and Lin, 2020). Accordingly, Kahn introduced the idea of work engagement in 1990 to gauge an employee's psychological presence or absence at work. According to Kahn (1990), work engagement is the "simultaneous work and preferred self-expression" of an individual in task behaviors that foster personal presence (physical, cognitive, and emotional), active and complete performance, and connection to work and people.

Schaufeli (2002) states that energy, devotion, and absorption are the constructs or characteristics of labor engagement. Employees who exhibit strong levels of energy and mental toughness while working are referred to as vigor. At work, dedication entails a feeling of significance, passion, motivation, pride, and challenge. Full focus and immersion in one's job, where time flies by and one finds it impossible to disconnect from work, are

characteristics of absorption. According to earlier research, workers perform better when they are more involved in their work (e.g., Rich et al., 2010; Schaufeli et al., 2002). According to the findings of other earlier studies, employee performance and work engagement are positively correlated (e.g., Bakker et al., 2012; Halbesleben and Wheeler, 2008; Rich et al., 2010). Based on these things, the fifth hypothesis in this study can be formulated, that:

H5 : *Work engagement positively mediates the relationship between transformational leadership and task performance.*

Work engagement can also lead to organizational citizenship behaviors (e.g., Alfes et al., 2013; Babcock-Roberson and Strickland, 2010; Rich et al., 2010). Employees who are physically, cognitively, and emotionally attached to their job are said to be engaged at work (Rich et al., 2010). Because they exhibit positive feelings (such as excitement, joy, and happiness) and have better health, engaged employees outperform disengaged ones in terms of performance (Bakker and Demerouti, 2008). Saks (2006) said that engaged workers have better relationships with their bosses and more faith in their company. Based on these things, the eighth hypothesis in this study can be formulated, that:

H6 : *Work engagement positively mediates the relationship between transformational leadership and organizational citizenship behaviors.*

Task Performance

Task performance is defined by Rich, Lepine, and Crawford as the whole extent to which an employee carries out his or her official work role and meets predetermined goal targets (Hernaus, Cerne, and Tadic, 2020). Task performance is a non-discretionary outcome variable that is thoroughly investigated across single-study groups and meta-analytically (Sonnentag & Frese, 2005). It also appears as a significant component in multidimensional (latent and/or hierarchical) models of individual performance (Borman & Motowidlo, 1993; Campbell, McCloy, Oppler, & Sager, 1993). Furthermore, managers continue to look for ways to measure and maximize individual work efforts in order to accurately diagnose and enhance organizational performance, which makes the task performance construct extremely useful in the real world (Wildman, Bedwell, Salas, & Smith-Jentsch, 2011).

In Zyl, Oort, Rispens, and Olckers (2019), Schaufeli et al. state that in order to reap the benefits of job engagement in relation to task performance, three requirements must be fulfilled. First and foremost, people must show that they are willing to put in a lot of effort at work and that they will continue to work toward their goals despite obstacles (Vigor). The second requirement is that workers have a strong sense of purpose, excitement, inspiration, and pride in their work (Dedication). Last but not least, workers must be distracted and unable to leave their work, which results from an experience in which time seems to stop or go by rapidly (Absorption) (Agarwal et al. 2012; Schaufeli et al. 2002). According to earlier studies, task performance is positively impacted by transformative leadership (Buil et al., 2019; Lorinkova and Perry, 2019).

Organizational Citizenship Behaviors

Two categories of organizational citizenship behaviors were studied by Bottomley, Mostafa, Gould-Williams, and Cazares (2016): organizational citizenship behaviors-individual (OCBI) for employees and organizational citizenship behaviors-organization (OCBO), which are optional actions that benefit the organization. Organizational citizenship behaviors—such as standing up for the organization when others criticize it and taking pride in representing it in public—capture elements of identification, dedication, and devotion to

the organization. According to Podsakof et al. (2000), organizational citizenship behaviors—individual, or helping behavior—are characterized as "voluntarily helping others, or preventing work-related problems from occurring." This includes actions like providing assistance to those who are absent from work or experiencing work-related issues.

1. The two primary reasons for this study's emphasis on organizational citizenship behaviors directed toward the organization (OCBO) rather than the individual (OCBI) are as follows:

First, target similarity, which is further corroborated by meta-analytic findings, should indicate that organizational identification is more closely associated with OCBO than OCBI (Lee et al., 2015).

2. Secondly, OCB directed at the organization is largely motivated by organizational concern motives, whereas OCB directed at people, such as coworkers, is mostly motivated by pro-social motives (Bolino et al., 2012; Grant and Mayer, 2009; Rioux and Penner, 2001).

Framework of Thought

The framework of thought formulated in this study adapts and modifies the research models created by Buil, Martinez, and Matute (2019), Lai, Tang, Lu, Lee, and Lin (2020), Caillier (2019), and Schwarz (2017).

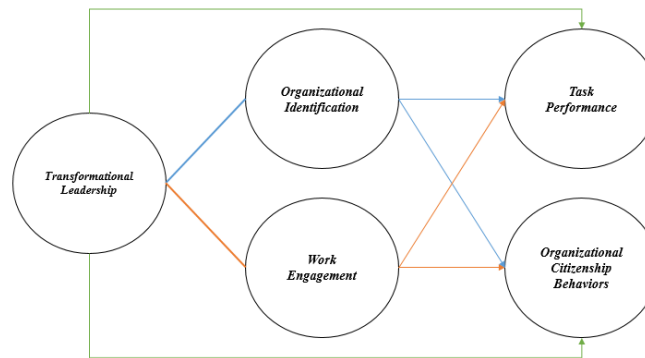


Figure 1.
Framework of Thought

RESEARCH METHOD

This study employs a quantitative methodology using the Structural Equation Modeling (SEM) analytical method to examine the relationship between the variables in the framework. Structural Equation Modeling (SEM) is defined by Thakkar (2020) as a multivariate quantitative technique used to describe the relationship between observed variables, and is used to assist researchers in testing or validating theoretical models for the purpose of testing and expanding theories. The sampling method used is purposive sampling, with the number of respondents successfully collected being 367 people. Employees of the Ministry of Finance Secretariat General were given surveys using Google Form in order to collect data. Based on the pre-test using SPSS 25, it is known that there are 4 (four) indicators that are invalid because they have a component matrix value <0.5 , namely TP3, TP4, TP5,

and TP6. However, the question indicators are maintained in the distribution of questionnaires to a larger target of respondents. This could happen because the number of respondents is still too small. As Neuman (2017) said that the possibility of a low level of validity can be influenced by the number of respondents which is still small, so it is necessary to increase the number of research respondents without having to delete indicators on the questionnaire instrument that has been built. Meanwhile, based on the results of the reliability test, all variables are said to be reliable because they have a Cronbach's Alpha value of more than 0.6.

Frequency Distribution Analysis

Frequency distribution analysis is an analysis to determine the mathematical distribution of data whose purpose is to obtain a count of the number of responses from the observed variables, then present the number in percentage data (Malhotra, Nunan, & Birks, 2017).

Descriptive Statistical Analysis

Descriptive statistical analysis is an analysis used to describe central tendencies, dispersion, and distribution forms in order to describe research data (Cooper & Schindler, 2017).

Fit Test Analysis

Wijanto in Sarjono & Julianita (2015) explains that there are several evaluations to measure the level of data suitability with the model built, the evaluation level is then divided into three stages, namely

1. Overall Model Suitability

The overall model fit is carried out to ensure that the model built has reached an acceptable level on certain statistical criteria and achieved practical significance (Hair, Black, Babin, & Anderson, 2019).

- a. Absolute fit measures are used to predict the overall research model against correlation and covariance (Wijanto, 2015). Wijanto (2015) added that to measure model fit, it can usually be done by paying attention to the RMSEA value which must be below 0.08 to be said that the model has a good criterion fit.
- b. Incremental fit measures are used to measure how well the model fits the baseline model to be said to be fit (Hair, et al., 2018). In Wijanto (2015) it is also stated that incremental indicators usually must have a value of more than 0.90 to be considered a fit model.
- c. Parsimonious fit measures are used to provide information regarding which is the best model of all the models tested by considering the relative fit to complexity (Hair et al., 2018)

2. Measurement Model Suitability

Ghozali (2018) explains that after evaluating the overall fit model, each construct is then measured to assess unidimensionality and reliability.

3. Structural Model Suitability

To assess the fit structure involves the significance of the coefficients. SEM provides coefficient estimate values, standard errors with Critical Ratio or CR values for each coefficient. With a certain level of significance (0.05), the significance of each coefficient can then be assessed statistically (Ghozali, 2017).

RESULT AND DISCUSSION

Respondent Profile

Gender Category

Respondent data based on gender in this study are male with a percentage of 68.66% or 252 respondents, while the percentage of female respondents is 31.34% or 115 respondents.

Age Category

Based on age, the age group of 30 to 35 years is the largest group with a percentage of 38.42% or 141 respondents, followed by the age group of 25 to 30 years with a percentage of 34.06% or 125 respondents and the age group of 35 to 45 years with a percentage of 21.80% or 80 respondents, then followed by the age group over 45 years with a percentage of 4.09% or 15 respondents and finally the age group up to 25 years with a percentage of 1.63% or 6 respondents.

Category of Last Education

Based on the last education held by employees, the order from the largest is the Diploma IV or S-1 education group with a percentage of 61.3% or 225 respondents, the Diploma III education group with a percentage of 24.8% or 91 respondents, the S-2 education group with a percentage of 10.90% or 40 respondents, and finally the SMA/K or D1 or equivalent education group with a percentage of 3.00% or 11 people.

Category of Length of Service

The largest group of respondents based on length of service is the group of employees who have a length of service of 5 to 10 years with a percentage of 41.4% or 151 respondents, followed by the group of employees who have a length of service of 10 to 15 years with a percentage of 38.15% or 140 respondents, and followed by the group of employees who have a length of service of 15 to 20 years with a percentage of 38.15% or 140 respondents, and followed by the group of employees who have a length of service of 15 to 20 years with a percentage of 38.15% or 140 respondents. 25 years with a percentage of 11.99% or 44 respondents, then the group of employees who have a work period of less than 5 years with a percentage of 6.54% or 24 respondents, and finally the group of employees who have a work period of more than 25 years with a percentage of 2.18% or 8 respondents.

Level One Measurement Model Analysis

After the main-test questionnaire data has been fulfilled and has completed the descriptive analysis, the researcher continues the data processing stage using the Lisrel 8.8 application to conduct a level one measurement model analysis.

Transformational Leadership

Based on the results of data processing, it is known that all indicators have SLF values above 0.05 and t-values above 1.96. In addition, the transformational leadership variable also has a CR value above 0.7 and VE above 0.5, which are 0.9133 and 0.6022 respectively. Thus, it can be said that the task performance variable has good validity and reliability.

Organizational Identification

Based on the results of data processing, it is known that all indicators have SLF values above 0.05 and t-values above 1.96. In addition, the organizational identification variable also has a CR value above 0.7 and VE above 0.5, which are 0.8839 and 0.6576 respectively. Thus, it can be said that the task performance variable has good validity and reliability.

Work Engagement

Based on the results of data processing, it is known that all indicators in the three dimensions of the work engagement variable have SLF values above 0.05 and t-values above 1.96. In addition, the vigor dimension of the work engagement variable has a CR value above 0.7 and VE above 0.5, which are 0.8932 and 0.7360, respectively. While the dedication dimension also has a CR value above 0.7 and VE above 0.5, which are 0.9044 and 0.7597, respectively. And the absorption dimension also has a CR value above 0.7 and VE above 0.5, which are 0.8544 and 0.6695, respectively. Thus, it can be said that all dimensions of the work engagement variable have good validity and reliability.

Task Performance

Based on the results of data processing, it is known that not all indicators of the task performance variable have an SLF value above 0.5 and a t-value above 1.96, because the TP3 and TP6 indicators each have an SLF of 0.44 and 0.29. For this reason, the TP3 indicator is maintained because according to Hair et. al. (2010) argues that based on the number of samples, if the minimum sample is 350 respondents, then the factor loading of 0.3 can be said to be valid. While the TP6 indicator cannot be continued because it has an SLF of 0.29. Thus, it can be said that the task performance variable has good validity (except for the TP6 indicator) and good reliability.

Organizational Citizenship Behavior

Based on the results of data processing, it is known that all indicators of the organizational citizenship behaviors variable have an SLF value above 0.05 and a t-value above 1.96. In addition, the organizational citizenship behaviors variable also has a CR value above 0.7 and VE above 0.5, which are 0.9153 and 0.5812 respectively. Thus, it can be said that the task performance variable has good validity and reliability.

Analysis of Level One Measurement Model Respecification

Based on the results of the level I measurement analysis on all variables, 1 indicator was found that did not meet the validity value. Hair et. al. (2010) argue that based on the number of samples, if the minimum sample is 350 respondents, then the factor loading of 0.3 can be said to be valid. However, what the researcher found on the Task Performance 6 (TP6) indicator of the task performance variable was 0.29. Thus, the researcher then conducted a level 1 measurement analysis that was respecified by not including the TP6 indicator in the task performance variable.

Based on the results of the respecification data processing, it is known that almost all indicators of the task performance variable have SLF values above 0.5 and t-values above 1.96. Thus, it can be said that the post-respecification task performance variable has good validity and good reliability.

Overall Fit Model Test Analysis of the Level One Measurement Model

The following are the results of the level I measurement model fit test illustrated in the table below:

Table 1.
Level One Model Fit Test Results

No.	Compatibility Test	Result	Details
Absolute Match Size			
1.	Statistic Chi-Square dan P-Value	1587.73 (P = 0.0) df = 703	marginal fit
2.	GFI	0.81	marginal fit
3.	Standardized RMR	0.046	good fit
4.	RMSEA	0.062	good fit
5.	ECVI	5.29	good fit
	ECVI for Saturated Model	4.48	
	ECVI for Independence Model	178.12	
Incremental Match Size			
6.	NNFI	0.98	good fit
7.	NFI	0.98	good fit
8.	AGFI	0.78	poor fit
9.	RFI	0.97	good fit
10.	IFI	0.99	good fit
11.	CFI	0.99	good fit
Parsimony Matching Measure			
12.	Model AIC	1936.72	good fit
	Saturated AIC	1640.00	
	Independence AIC	65193.22	
13.	Model CAIC	2510.65	good fit
	Saturated CAIC	5662.40	
	Independent CAIC	65389.43	
Other Compatibility Sizes			
14.	CN	183.84	poor fit

Source: Results of Researcher Processed Lisrel Output (2023)

Based on the results of all the fit tests, it can be said that the proposed research model is fit because it meets 4-5 goodness of fit criteria (Hair et al., 2018). A fit model means that

it has met theoretical frequency expectations and can proceed to the next stage, namely the analysis of the second-level measurement model.

Analysis of the Second-Level Measurement Model

After conducting the first-level measurement, the researcher continued the analysis of the second-level measurement model (2nd Order CFA) on variables that have dimensions, namely work engagement by looking at the relationship between observed variables and latent variables.

Validity and Reliability Analysis

Based on the results of data processing, all indicators can be said to be valid because they meet the SLF value standard ≥ 0.5 and are reliable because they meet the CR value requirements ≥ 0.7 , and $VE \geq 0.5$. It can be concluded that all indicators have good validity and reliability and the research can be continued to the measurement of the structural model.

Overall Fit Model Test Analysis of the Second-Level Measurement Model

Table 2.
Results of the Second Level Measurement Model Suitability Test

No.	Compatibility Test	Result	Details
Absolute Match Size			
1.	Statistic Chi-Square dan P-Value	(df: 714) 2120.49 (P = 0.0)	marginal fit
2.	GFI	0.78	poor fit
3.	Standardized RMR	0.25	poor fit
4.	RMSEA	0.072	good fit
5.	ECVI	6.25	good fit
	ECVI for Saturated Model	4.48	
	ECVI for Independence Model	178.12	
Incremental Match Size			
6.	NNFI	0.98	good fit
7.	NFI	0,97	good fit
8.	AGFI	0,75	poor fit
9.	RFI	0,96	good fit
10.	IFI	0,98	good fit
11.	CFI	0,98	good fit
Parsimony Matching Measure			
12.	Model AIC	2287.94	good fit
	Saturated AIC	1640.00	
	Independence AIC	65193.22	
13.	Model CAIC	2807.91	good fit
	Saturated CAIC	5662.40	

No.	Compatibility Test	Result	Details
	Independent CAIC	65389.43	
Other Compatibility Sizes			
14.	CN	139.92	poor fit

Source: Results of Researcher Processed Lisrel Output (2023)

Based on the results of all the suitability tests, it can be said that the proposed research model is fit because it meets 4-5 goodness of fit criteria (Hair et al., 2018). Therefore, the research can be continued to the structural model analysis stage.

Structural Model Analysis

Overall Fit Model Test Analysis of Structural Model

Table 3.
Table of Structural Model Fit Test Results

No.	Compatibility Test	Result	Details
Absolute Match Size			
1.	Statistic Chi-Square dan P-Value	2877.09 (P = 0.0) df = 729	marginal fit
2.	GFI	0.69	poor fit
3.	Standardized RMR	0.11	poor fit
4.	RMSEA	0.097	poor fit
5.	ECVI	9.29	good fit
	ECVI for Saturated Model	4.48	
	ECVI for Independence Model	178.12	
Incremental Match Size			
6.	NNFI	0.96	good fit
7.	NFI	0.96	good fit
8.	AGFI	0.66	poor fit
9.	RFI	0.95	good fit
10.	IFI	0.97	good fit
11.	CFI	0.97	good fit
Parsimony Matching Measure			
12.	Model AIC	3400.37	good fit
	Saturated AIC	1640.00	
	Independence AIC	65193.22	
13.	Model CAIC	3846.76	good fit
	Saturated CAIC	5662.40	
	Independent CAIC	65389.43	
Other Compatibility Sizes			
14.	CN	105.41	poor fit

Source: Results of Researcher Processed Lisrel Output (2023)

Based on the results of all the fit tests, it can be said that the proposed research model is fit because it meets 4-5 goodness of fit criteria (Hair et al., 2018). This means that the structural measurement model is good so that it can measure variables and the relationships between them appropriately.

Analysis of Mediation Influence

Direct Influence

Table 4.
Results of Direct Mediation Analysis

Path	Path Coefficient	T Statistic Value (t-count)	Result
TL → WE	0,72	11,48 > 1,645	Significant
TL → OID	0,61	11,24 > 1,645	Significant
TL → TP	0,21	3,36 > 1,645	Significant
TL → OCBO	0,0082	0,12 < 1,645	Not Significant
WE → TP	0,66	9,99 > 1,645	Significant
WE → OCBO	0,63	8,37 > 1,645	Significant
OID → TP	0,021	0,46 < 1,645	Not Significant
OID → OCBO	0,28	5,25 > 1,645	Significant

Source: Results of Researcher Processed LISREL Output (2023)

Indirect Influence

Table 5.
Results of Indirect Mediation Analysis

Path	Indirect Influence	z Sobel	Result
TL → WE → TP	0,4752	7,53 > 1,645	Positive and Significant (Partial Mediation)
TL → WE → OCBO	0,4536	6,71 > 1,645	Positive and Significant (Full Mediation)
TL → OID → TP	0,0122	0,44 < 1,645	Positive and Insignificant (Not a Mediator)
TL → OID → OCBO	0,1708	4,77 > 1,645	Positive and Significant (Full Mediation)

Source: Results of Researcher Processed Lisrel Output (2023)

As seen in Table 4, there is a direct influence between transformational leadership on task performance with a path coefficient value (SLF) of 0.21 and a t value > 1.645. Meanwhile, if we look at the indirect path as in Table 5, with the work engagement variable as a mediating variable, there is also an indirect relationship (TL → WE → TP) with a path coefficient value of 0.4752 and a Sobel Test of 7.53. So that the mediation role that occurs in this relationship is partial mediation. Because, in the direct influence between transformational leadership and task performance, the value is also significant.

In another mediation variable, organizational identification, there is no indirect relationship between transformational leadership and task performance (TL → OID → TP) with a path coefficient value of 0.0122 and a Sobel Test of 0.44. This shows that there is no evidence of the role of organizational identification in mediating the relationship between transformational leadership and task performance (no mediation).

Still in Table 4, there is no direct influence between transformational leadership on organizational citizenship behaviors with an SLF value of 0.0082 and a t value <1.645 of 0.12. However, when viewed from the indirect path, with the work engagement variable as a mediating variable, there is an indirect relationship (TL → WE → OCBO) with an SLF value of 0.4536 and a Sobel Test of 6.71. A similar thing is also found in the indirect relationship of the transformational leadership variable on organizational citizenship behaviors with the organizational identification variable as a mediating variable (TL → OID → OCBO) with an SLF value of 0.1708 and a Sobel Test of 4.77. According to Zhao et al. (2010), this influence is categorized as full mediation because although transformational leadership and organizational citizenship behaviors do not have a direct relationship, both have an indirect relationship through the organizational identification and work engagement variables that are significant.

Research Hypothesis Testing Results

Hypothesis	Hypothesis Statement	Research Result
H1	Transformational leadership has a positive influence on task performance	Hypothesis Accepted
H2	Transformational leadership has a positive influence on organizational citizenship behavior	Hypothesis Accepted
H3	Organizational identification positively mediates the relationship between transformational leadership and task performance.	Hypothesis Rejected
H4	Organizational identification positively mediates the relationship between transformational leadership and organizational citizenship behaviors.	Hypothesis Accepted
H5	Work engagement positively mediates the relationship between transformational leadership and task performance.	Hypothesis Accepted
H6	Work engagement positively mediates the relationship between transformational leadership and organizational citizenship behaviors.	Hypothesis Accepted

H1 - Transformational leadership has a positive influence on task performance

Based on the results of the hypothesis test, hypothesis 1 is accepted. The study found that transformational leadership has a positive and significant influence on task performance. This finding is supported by Table 4, where the direct relationship of transformational leadership to task performance (TL → TP) shows a significant t-statistic value of 3.26 (more than the t-count of 1.645) and has a positive direction that can be seen from the path coefficient value of 0.21 so that it meets the provisions of the one-tailed hypothesis. This finding also confirms the findings of previous studies by Caillier (2019) and Yang, Chen,

Zhao, and Hua (2019) that transformational leadership has a positive influence on task performance.

H2 - Transformational leadership has a positive influence on organizational citizenship behavior

Based on the results of the hypothesis test, hypothesis 2 is accepted. The study found that transformational leadership has a positive but insignificant effect on organizational citizenship behavior. This finding is supported by Table 4, where the direct relationship of transformational leadership to organizational citizenship behaviors (TL → OCBO) shows a significant t-statistic value of 0.12 (less than the t-count of 1.645) and has a positive direction that can be seen from the path coefficient value of 0.0082 so that it meets the provisions of the one-tailed hypothesis. This finding also confirms the findings of previous research results from Buil, Martinez, and Matute (2019) that transformational leadership has a positive effect on organizational citizenship behavior.

H3 - Organizational identification positively mediates the relationship between transformational leadership and task performance.

Based on the results of the hypothesis test, hypothesis 3 is rejected. The study found that transformational leadership has a positive but insignificant effect on task performance when mediated by organizational identification. This finding is supported by Table 5, where the indirect relationship of transformational leadership to task performance (TL → TP) shows an insignificant Sobel Test value of 0.43444891 (less than the t-count of 1.645) and has a positive direction that can be seen from the total SLF value (path coefficient) of 0.0122, so it does not meet the provisions of the one-tailed hypothesis. While the direct relationship of transformational leadership to task performance shows a significant t-statistic value of 3.36 and an SLF of 0.21. So this shows that the role of the mediating variable organizational identification in this relationship is not a mediator (no mediation), therefore the hypothesis is rejected because organizational identification does not mediate the relationship between transformational leadership and task performance of employees of the Ministry of Finance Secretariat General. This finding does not confirm the findings of previous research results from Schwarz (2017) that organizational identification does not mediate the effect of transformational leadership on task performance. However, if the context of task performance is drawn more broadly into performance, according to research by Buil, Martinez, and Matute (2019) organizational identification does not mediate the effect of transformational leadership on employee performance, so that it is in accordance with hypothesis 3. In the organizational context, an employee of the Ministry of Finance Secretariat General will directly provide his best task performance after being shown transformational leadership characteristics by his superiors. This can be caused by the nature of work in the Ministry of Finance Secretariat General in particular and the Ministry of Finance in general which moves work units after several years of work or after the work period argument is met. As a result, unity (oneness) towards the organization or organizational identification does not affect an employee's task performance.

H4 - Organizational identification positively mediates the relationship between transformational leadership and organizational citizenship behaviors.

Based on the results of the hypothesis test, hypothesis 4 is accepted. The study found that transformational leadership has a significant positive effect on organizational citizenship behaviors when mediated by organizational identification. This finding is

supported by Table 5, where the indirect relationship of transformational leadership to task performance (TL → TP) shows a significant Sobel Test value of 4.76955643 (exceeding the t-count of 1.645) and has a positive direction that can be seen from the total SLF value (path coefficient) of 0.1708, so it has met the requirements of the one-tailed hypothesis. While the direct relationship of transformational leadership to organizational citizenship behaviors does not show a significant t-statistic value of 0.12 and SLF of 0.0082. So this shows that the role of the mediating variable work engagement in this relationship is full mediation, and the hypothesis is accepted because transformational leadership has a positive and indirect effect on organizational citizenship behaviors of the Ministry of Finance Secretariat General employees through organizational identification. This finding also confirms the findings of previous research by Buil, Martinez, and Matute (2019) that organizational identification mediates the influence of transformational leadership on organizational citizenship behaviors.

H5 - Work engagement positively mediates the relationship between transformational leadership and task performance.

Based on the results of the hypothesis test, hypothesis 5 is accepted. The study found that transformational leadership has a significant positive effect on task performance when mediated by work engagement. This finding is supported by Table 5, where the indirect relationship of transformational leadership to task performance (TL → TP) shows a significant Sobel Test value of 7.52576695 (exceeding the t-count of 1.645) and has a positive direction that can be seen from the total SLF value (path coefficient) of 0.4752, so it has met the requirements of the one-tailed hypothesis. However, the direct relationship of transformational leadership to task performance also shows a significant t-statistic value of 3.36 and an SLF of 0.21. So this shows that the role of the mediating variable work engagement in this relationship is partial mediation, and the hypothesis is accepted because transformational leadership has a positive and indirect effect on the task performance of employees of the Ministry of Finance Secretariat General through work engagement. This finding also confirms the findings of previous research by Lai, Tang, Lu, Lee, and Lin (2020) that transformational leadership indirectly influences task performance through the mediating role of work engagement.

H6 - Work engagement positively mediates the relationship between transformational leadership and organizational citizenship behaviors.

Based on the results of the hypothesis test, hypothesis 6 is accepted. The study found that transformational leadership has a significant positive effect on organizational citizenship behaviors when mediated by work engagement. This finding is supported by Table 5, where the indirect relationship of transformational leadership to organizational citizenship behaviors (TL → OCBO) shows a significant Sobel Test value of 6.71019537 (exceeding the t-count of 1.645) and has a positive direction that can be seen from the total SLF value (path coefficient) of 0.4752, so it has met the provisions of the one-tailed hypothesis. While the direct relationship of transformational leadership to organizational citizenship behaviors does not show a significant t-statistic value of 0.12 and SLF of 0.0082. So this shows that the role of the mediating variable work engagement in this relationship is full mediation, and the hypothesis is accepted because transformational leadership has a positive and indirect effect on organizational citizenship behaviors of the Ministry of Finance Secretariat General employees through work engagement. This finding also confirms the findings of previous

research by Buil, Martinez, and Matute (2019) that work engagement fully mediates the influence of transformational leadership on organizational citizenship behaviors.

Research Discussion

Referring to the findings, the following is a model of the final research findings:

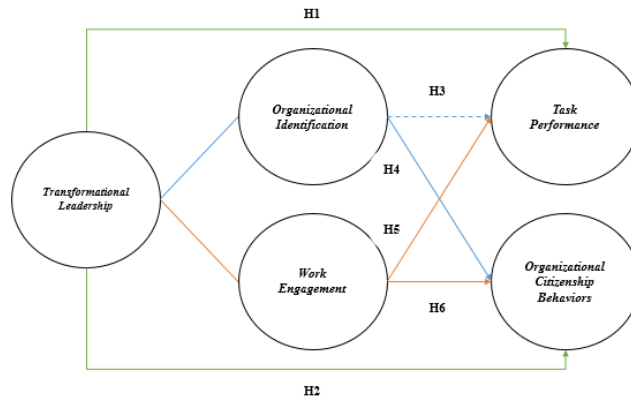


Figure 2.
Final Model

CONCLUSION

The results of the study indicate that transformational leadership has a positive and direct influence on task performance. This result is indicated by the SLF and t-statistic values of 0.21 and 3.36. The results of the next study also show the same thing, where the influence of transformational leadership on organizational citizenship behaviors has a positive and direct influence. This result is indicated by the SLF and t-statistic values of 0.0082 and 0.12. So it can be concluded that transformational leadership has an influence on the task performance and organizational citizenship behaviors of employees of the Ministry of Finance Secretariat General. The results of the next study did not show that transformational leadership has a positive and indirect influence on the task performance of employees of the Ministry of Finance Secretariat General through organizational identification. This is due to the Sobel Test value of 0.43, which shows that the influence of transformational leadership on task performance through organizational identification is not significant even though the SLF is positive (0.0122). So it can be concluded that organizational identification does not mediate the relationship between transformational leadership and the task performance of employees of the Ministry of Finance Secretariat General. The results of the study indicate that transformational leadership has a positive and indirect influence on organizational citizenship behaviors of employees of the Ministry of Finance Secretariat through organizational identification. This is evidenced by the Sobel Test value of 4.77, which indicates that the influence of transformational leadership on organizational citizenship behaviors through organizational identification is significant and the SLF is positive (0.1708). It can be concluded that organizational identification mediates the relationship between transformational leadership and organizational citizenship behaviors of employees of the Ministry of Finance Secretariat. The results of the study indicate that transformational leadership has a positive and indirect influence on the task performance of employees of the

Ministry of Finance Secretariat through work engagement. This is evidenced by the Sobel Test value of 7.53, which indicates that the influence of transformational leadership on task performance through work engagement is significant and the SLF is positive (0.4752). It can be concluded that work engagement mediates the relationship between transformational leadership and task performance of employees of the Ministry of Finance Secretariat. The results of the study indicate that transformational leadership has a positive and indirect influence on the organizational citizenship behaviors of employees of the Ministry of Finance Secretariat through work engagement. This is proven by the Sobel Test value of 6.71, which shows that the influence of transformational leadership on organizational citizenship behaviors through work engagement is significant, and SLF is positive (0.4536). So it can be concluded that work engagement mediates the relationship between transformational leadership and organizational citizenship behaviors of employees of the Ministry of Finance Secretariat General.

Limitation

1. Regarding data collection, the questionnaire was filled out using the self-rated questionnaire method, where respondents filled out the questionnaire themselves, so there is potential for bias that can more or less affect the research results.
2. Regarding respondents, this study obtained data that was not proportionally distributed in several echelon II units under the Ministry of Finance's Secretariat General.

Suggestions for Further Research

1. Future research can explore other perspectives of the dependent variable of employee performance.
2. Future research is expected to use other sampling methods to reduce bias.
3. Future research is expected to focus its samples on other agencies/companies in certain industries and validate the findings by using a larger sample size.

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