

The influence of transformational leadership and employee agility on organizational citizenship behavior (OCB) and its impact on employee performance at PT Tribus Mitra Swadaya

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ABSTRACT

This study investigates the influence of transformational leadership and employee agility on Organizational Citizenship Behavior (OCB) and its subsequent impact on employee performance at PT Tribus Mitra Swadaya, Jakarta. Employing a quantitative approach with Structural Equation Modeling (SEM) using SmartPLS 4.0, primary data were collected through questionnaires from 53 respondents. The findings reveal that transformational leadership significantly influences OCB, which in turn has a positive and substantial effect on employee performance. However, employee agility did not significantly affect OCB or performance. Additionally, the study finds that transformational leadership does not directly influence performance, but does so indirectly through OCB, which acts as a full mediator. Conversely, OCB did not mediate the relationship between employee agility and performance. These results underscore the importance of fostering OCB through transformational leadership to enhance employee outcome. This study contributes to the understanding of leadership and behavioral dynamics in post-pandemic organizational settings and offers practical implications for human resource strategies aimed at improving employee performance through value-driven leadership and a supportive organizational culture.

Keywords: *Transformational Leadership Style, Employee Agility, Organizational Citizenship Behavior, Employee Performance.*

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1. INTRODUCTION

Company performance is achieved within a specific period based on established standards and policies (Lin et al., 2024). Measuring performance activities is essential to determine the extent to which a company's targets have been met, as well as to assess the efficiency and effectiveness of these activities (Abbas et al., 2022a; Ekowati et al., 2023). Performance is also a key indicator of a company's success, particularly in the financial aspect, which reflects its achievements over a given period (Carter et al., 2018; Davies et al., 2018). To maintain operational continuity and meet targets, companies require high-quality human resources (HR) who can adapt to various changes, including shifts in work systems (Shah, Fahlevi, Jamshed, et al., 2023). The year 2022 marks a transition period from a work-from-home (WFH) system to a work-from-office (WFO) setup, requiring both employees and companies to readjust to new work patterns (Purwanto et al., 2020). This shift affects work rhythm, productivity, and employee motivation to carry out their responsibilities (Widyanty et al., 2024).

PT Tribus Mitra Swadaya, a company engaged in agribusiness and known for providing services and plants, faced similar challenges. The company envisions becoming a leader in marketing high-quality products and services in the agricultural sector with a mission to expand access and benefits for consumers. In pursuing this mission, the company encountered internal dynamics, especially in managing human resources, during the new normal era. This situation calls for a leadership style that can encourage employees to remain productive and committed to organizational goals (Shah, Fahlevi, Rahman, et al., 2023). One relevant leadership approach is transformational leadership—a style that motivates and inspires employees to achieve shared goals and go beyond personal interests (Bass, 1990).

Transformational leadership emphasizes the establishment of long-term relationships between leaders and subordinates, providing intellectual stimulation, and paying attention to individual growth (Alhitmi et al., 2023). Transformational leaders can guide organizations to continue developing, even amid uncertain or changing conditions. On the other hand, the concept of employee agility has become increasingly important in addressing the challenges of rapidly changing work environments. Employee agility refers to an employee's ability to adapt, learn new things, and flexibly contribute. In a dynamic organizational context, the speed and precision of employee adaptation are key to success. Agile companies also require work structures and systems that support collaboration and innovative initiatives, along with leaders who have an open mindset and are agile in their decision-making (Grass et al., 2020).

PT Tribus Mitra Swadaya faces several phenomena that indicate challenges in leadership, agility, and employee performance. The shift in work systems during the pandemic has impacted morale and work effectiveness, with some employees feeling burdened by tasks beyond their expertise, excessive overtime without adequate compensation, and lack of team cohesion. These issues highlight the crucial role of leadership in maintaining employees' motivation and spirit. Furthermore, the presence of cliques in the workplace negatively affects team output, especially when handling tasks requiring high levels of collaboration (Ahmad et al., 2021; Widyanty et al., 2025). Leadership changes have also been identified as factors contributing to declining employee performance.

In addition to leadership and agility, another factor that significantly influences employee performance is Organizational Citizenship Behavior (OCB) (Islam et al., 2014). OCB refers to discretionary employee behavior that is not explicitly outlined in job descriptions, but contributes positively to the work environment and organization. Employees with high levels of OCB demonstrate behaviors such as helping coworkers (altruism), maintaining polite communication (courtesy), upholding a positive attitude toward work conditions (sportsmanship), showing concern for the organization (civic virtue), and being disciplined and responsible (conscientiousness). High levels of OCB foster a harmonious and productive work environment as employees feel mutually supported and motivated to perform better (Chiaburu & Harrison, 2008).

Unfortunately, some employees at PT Tribus Mitra Swadaya still exhibited low levels of OCB. Some tend to prioritize personal interests and are unwilling to help colleagues, despite having the capacity to do so. This situation underscores the importance of strengthening an organizational culture that supports teamwork and care among coworkers. Research has shown that OCB can be fostered through effective leadership and the development of employee agility (Al-Mahdy et al., 2022; Anwar et al., 2020).

Leaders who instill the values of togetherness, empathy, and collaboration can help create a healthy work environment that promotes improved performance.

Employee performance is a key determinant of a company's success, as employees are the primary executors of all organizational activities (Budi et al., 2021; Buulolo et al., 2023). When individual performance improves, the overall organizational performance is likely to improve. Therefore, organizations must ensure that factors such as leadership, employee agility, and OCB are well-integrated into their human resource management strategies. This study aims to examine how transformational leadership and employee agility influence employee performance, mediated by Organizational Citizenship Behavior (OCB), at PT Tribus Mitra Swadaya. The research seeks to answer several key questions, including whether transformational leadership and agility affect OCB and how OCB impacts employee performance. In addition, it investigates whether OCB mediates the relationship between leadership, agility, and performance (Islam et al., 2014).

The objective of this study is to analyze both the direct and indirect effects of transformational leadership, employee agility, and OCB on employee performance. A company is expected to develop more effective management strategies by understanding the extent to which each variable influences performance. This study also provides practical contributions to HR policy development, particularly in improving employee loyalty, morale, and productivity through a transformative leadership approach and enhanced agility (Abbas et al., 2022b). It is hoped that by raising awareness about the importance of OCB and implementing appropriate leadership strategies, PT Tribus Mitra Swadaya can enhance employee work quality and drive the achievement of its vision and mission amid the ever-evolving dynamics of the work environment.

2. RESEARCH METHOD

This research method aims to examine the influence of transformational leadership style and employee agility on Organizational Citizenship Behavior (OCB) and its impact on employee performance in PT. Tribus Mitra Swadaya. The study was conducted at the Cimanggis branch over a period of three months (January–March 2024), involving all 53 employees as the research population, using a census technique (Dewi & Marhaeni, 2024). The variables in this study included transformational leadership style (charisma, individualized consideration, intellectual stimulation, and inspirational motivation), employee agility (mental, change, result, people, and learning agility), OCB (altruism, conscientiousness, civic virtue, and sportsmanship), and employee performance (quality, quantity, timeliness, and teamwork). Data were collected using a closed-ended questionnaire with a 5-point Likert scale, distributed directly to respondents, and supported by brief interviews (Saunders et al., 2009).

The research instrument consisted of two main parts: respondent profile data, and questions related to the research variables. Data were analyzed using descriptive statistics to describe sample characteristics and inferential statistics using Partial Least Square (PLS) version 3.2.3 to analyze relationships among variables through structural and measurement models (Hair et al., 2019; Ringle et al., 2020). Validity was tested through convergent and discriminant validity, and reliability was assessed using R-squared and Q-squared values. Hypothesis testing was conducted by examining the t-statistic and p-value, where a hypothesis was accepted if $t > t\text{-table}$ and $P < 0.05$. There are seven main hypotheses, including both direct and indirect effects through the mediation of OCB on employee performance. The analytical model uses the Structural Equation Modeling (SEM) approach to explore the relationships between latent variables (Sarstedt et al., 2017).

3. FINDING AND DISCUSSIONS

3.1. Convergent validity (Loading Factor)

Table 1. Outer Loading Values of the Transformational Leadership Style Variable

Indicator	Code	Outer Loading
Role model	GK1	0.764
Show high moral and ethical standards	GK2	0.735

Indicator	Code	Outer Loading
Move individuals and groups to achieve the mission	GK3	0.578
Guide followers	GK4	0.613
Mentor	GK5	0.584
Give individual attention	GK6	0.584
Accept individual differences	GK7	0.736
Create learning opportunities	GK8	0.715
Encourage creativity	GK9	0.728
Invite followers to think innovatively and creatively	GK10	0.830
Decompose problems	GK11	0.829
See old situations in new ways	GK12	0.711
Provide meaning and challenge to work	GK13	0.719
Increase enthusiasm and optimism	GK14	0.803
Convey vision, goal commitment and team spirit	GK15	0.848
Communicate expectations	GK16	0.721

Source: data processing results with SmartPLS Algorithm 2024

In the table above, the outer loading factor value of the Transformational Leadership Style variable has 16 indicators, and four invalid indicators were found (below 0.7), so the invalid indicators were managed and reprocessed.

Table 2. Outer Loading after Deletion

Indicator	Outer loading
GK 1	0.762
GK10	0.830
GK11	0.829
GK12	0.708
GK13	0.719
GK14	0.805
GK15	0.849
GK16	0.724
GK2	0.732
GK3	0.742
GK4	0.704
GK5	0.782
GK6	0.708
GK7	0.739
GK8	0.719
GK9	0.727

From the table above, after reprocessing, all indicators were found to be valid, with values above 0.7.

Table 3. Outer Loading Values of the Employee Agility Variable

Indicator	Code	Outer Loading
Mental Agility	EA1	0.859
Change Agility	EA2	0.930
Result Agility	EA3	0.915

Indicator	Code	Outer Loading
People Agility	EA4	0.944
Learning Agility	EA5	0.919

Source: *Data processing results using SmartPLS Algorithm 2024*

From the above table, it can be seen that the outer loading factor values of the Employee Agility variable are all above 0.7, indicating that all indicators have good reliability and meet the required criteria, making them suitable for use in this study.

Table 4. Outer Loading Values of the Organizational Citizenship Behavior Variable

Indicator	Code	Outer Loading
Mood	OCB1	0.783
Empathy	OCB2	0.732
Situational factors	OCB3	0.778
Dependable	OCB4	0.781
Responsible	OCB5	0.738
Persistent	OCB6	0.729
Achievement-oriented	OCB7	0.791
Participative behavior	OCB8	0.821
Concern for the organization's sustainability	OCB9	0.823
Tolerance for unfavorable conditions	OCB10	0.762
Does not complain	OCB11	0.818
Employee awareness to always maintain good relationships among coworkers	OCB12	0.774
Employee awareness in considering the impact of their actions on the work of other employees	OCB13	0.819

Source: *Data processing results using SmartPLS Algorithm 2024*

From the table above, it can be seen that the outer loading factor values of the Organizational Citizenship Behavior variable are all above 0.7, indicating that all indicators have good reliability and meet the required criteria, making them suitable for use in this study.

Table 5. Outer Loading Values of the Employee Performance Variable

Indicator	Code	Outer Loading
Accuracy	KK1	0.707
Speed	KK2	0.345
Proficiency	KK3	0.272
Timeliness	KK4	0.491
Neatness of work	KK5	0.805
Achievement of tasks according to the work plan	KK6	0.820
Ability to manage tasks	KK7	0.806
Absenteeism	KK8	0.781
Tardiness	KK9	0.729
Time effectiveness at work	KK10	0.763
Task compliance with instructions	KK11	0.716
Teamwork	KK12	0.817
Helping fellow coworkers	KK13	0.703

Source: *Data processing results using SmartPLS Algorithm 2024*

In the table above, several outer loading values did not meet the standard threshold of 0.7. Therefore, indicators that did not meet the standard (below 0.7) were removed from the variable to achieve data validity and reliability in the study. As a result, invalid indicators were revised and reprocessed.

Table 6. Outer Loading After Indicator Removal

Indicator	Outer Loading
KK1	0.702
KK10	0.772
KK11	0.766
KK12	0.815
KK13	0.742
KK5	0.811
KK6	0.839
KK7	0.816
KK8	0.773
KK9	0.761

From the table above, after reprocessing, all indicators are found to be valid with values above 0.7.

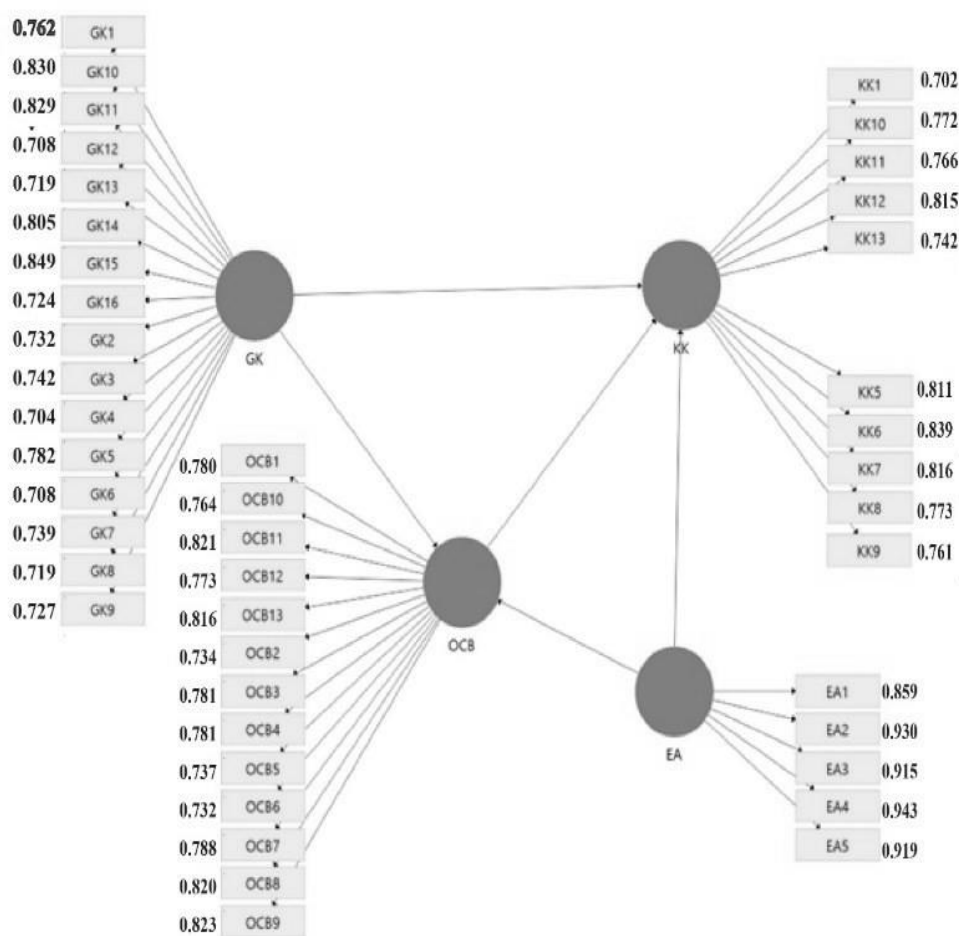


Figure 1. Outer Model (after indicator removal)

Source: Data processing results using SmartPLS 2024

After removing the indicators that did not meet the criteria, all the remaining indicators met the threshold (above 0.7).

3.2. Average Variance Extended (AVE)

Table 7. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
GK	0.523
EA	0.835
OCB	0.610
KK	0.582

Source: *Data processing results using SmartPLS Algorithm 2024*

From the table above, the Average Variance Extracted (AVE) values all meet the required threshold (above 0.5), indicating that the study can proceed.

3.3. Discriminant Validity

Table 8. Fornell-Larcker Criterion

	EA	GK	KK	OCB
EA	0.914			
GK	0.604	0.723		
KK	0.073	0.195	0.763	
OCB	0.266	0.453	0.642	0.781

Source: *Data processing results using SmartPLS Algorithm 2024*

The table above shows that the Fornell-Larcker criterion value for the transformational leadership style variable was 0.723. This indicates that the Fornell-Larcker Criterion value of the transformational leadership style is higher than its correlation with other variables. The same applies to the Fornell-Larcker criterion values of the other variables: employee performance 0.763, Organizational Citizenship Behavior 0.781, and employee agility, 0.914.

3.4. Composite Reliability and Cronbach's Alpha

Table 9. Composite Reliability Processing Values

	Cronbach's Alpha	rho_A	Composite Reliability
GK	0.939	0.953	0.945
EA	0.952	0.982	0.962
OCB	0.947	0.951	0.953
KK	0.919	0.924	0.933

Source: *Data processing results using SmartPLS Algorithm 2024*

The table above shows that Cronbach's alpha and composite reliability values for each variable meet the standard of being above 0.60. This indicates that the reliability of the study was acceptable. Additionally, the composite reliability values are higher than the Cronbach's alpha values, suggesting that all research variables meet the requirements for reliability criteria, which are suitable for SEM research and can be analyzed using SmartPLS 4.0.

The results of the validity and reliability measurements using the measurement model demonstrate that the data collection tools used in this study are valid and reliable. This result indicates that the research measurement instruments had consistent and accountable performance.

3.5. R-Square

Table 10. R-Square Values

	R Square	R Square Adjusted
Employee Performance	0.426	0.390

	R Square	R Square Adjusted
Organizational Citizenship Behavior	0.205	0.173

Source: Data processing results using SmartPLS Algorithm 2024

The table above shows that transformational leadership style and employee agility influence OCB by 0.205% and 20.5%, respectively. This means that the remaining 79.5% were influenced by other variables that were not included in this study. Furthermore, 0.426 or 42.6% of employee performance was influenced by transformational leadership style, employee agility, and organizational citizenship behavior. In other words, 57.4% of participants were influenced by other variables that were not examined in this study.

3.6. Path Analysis

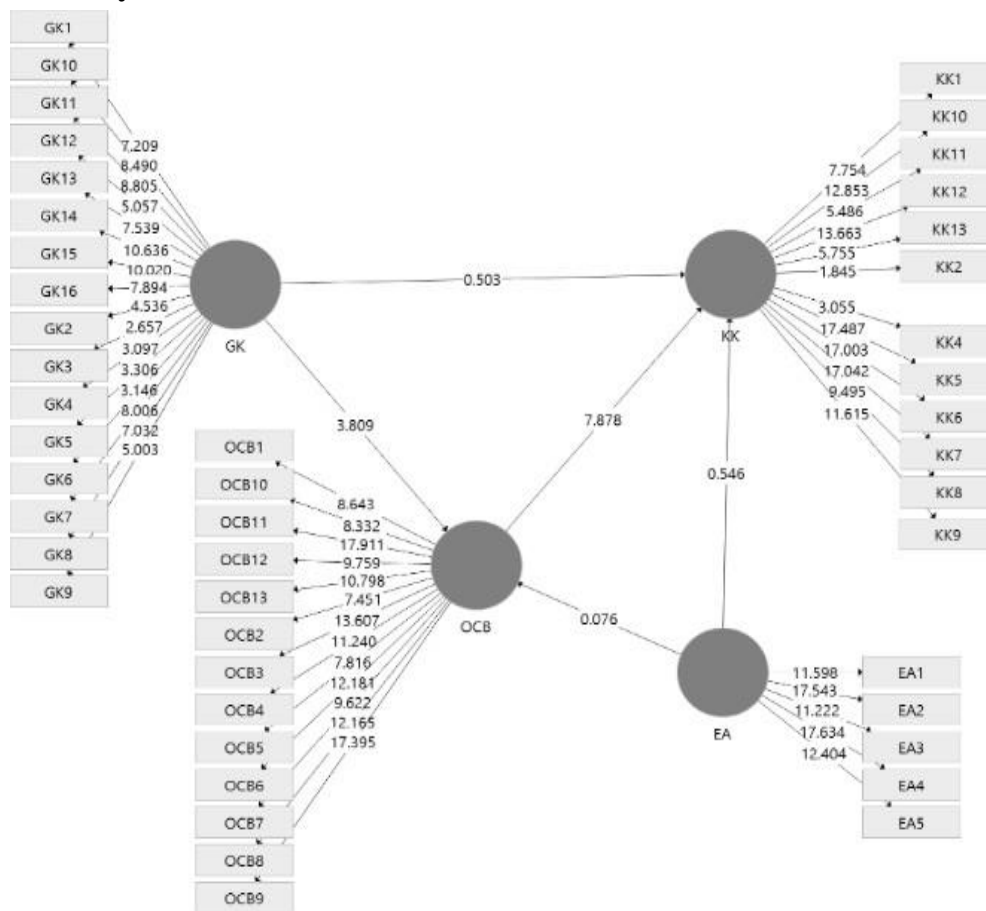


Figure 2. Path Coefficient Results

Based on the results of the structural regression equation, it is observed that in the first equation, transformational leadership style (GK) has a coefficient of 3.809, indicating a significant positive influence on organizational citizenship behavior (OCB). This means that each 1-unit increase in transformational leadership style will increase OCB by 3.809 units, assuming that the other variables remain constant. Meanwhile, employee agility (EA) also shows a positive influence on OCB with a coefficient of 0.076, although its contribution is relatively small.

In the second equation, transformational leadership style and employee agility each have positive coefficients of 0.503 and 0.546, respectively, on employee performance (KK), meaning that both contribute to improving performance if each increases by one unit. However, OCB has the greatest influence on employee performance, with a coefficient of 7.878, indicating that an increase in OCB drives a significant improvement in employee performance compared to the other variables.

Table 11. Path Coefficient Measurement after Bootstrapping

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
GK -> OCB	0.460	0.514	0.125	3.663	0.000
EA -> OCB	-0.011	-0.022	0.169	0.067	0.473
OCB -> KK	0.695	0.725	0.080	8.728	0.000
GK -> KK	-0.082	-0.102	0.170	0.481	0.316
EA -> KK	-0.063	-0.052	0.146	0.430	0.334

Source: Data processing results using SmartPLS Algorithm 2024

Based on the hypothesis testing results using bootstrapping, the results showed significant influences on several variables. The first hypothesis indicates that transformational leadership style has an effect on organizational citizenship behavior (OCB), with a T-statistic of 3.663, which is greater than 1.96, and a p-value of 0.000, which is less than 0.05; thus, the first hypothesis is accepted. However, the second hypothesis, which states that employee agility does not influence OCB, is rejected because the T-statistic of 0.067 is less than 1.96, and the p-value of 0.473 is greater than 0.05. The third hypothesis is accepted, as OCB significantly influences employee performance, with a T-statistic of 8.728 and p-value of 0.000. Conversely, the fourth and fifth hypotheses, which suggest that transformational leadership style and employee agility do not influence employee performance, are rejected because the T-statistic is smaller than 1.96, and the p-value is greater than 0.05.

Tabel 12. Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
GK -> OCB -> KK	0.319	0.372	0.100	3.202	0.001
EA -> OCB -> KK	-0.008	-0.015	0.126	0.063	0.475

Source: Data processing results using SmartPLS Bootstrapping 2024

From the table above, it can be seen that: (1) the sixth hypothesis shows that transformational leadership style has an effect on employee performance, mediated by organizational citizenship behavior. From Table 4.19, the T-statistic (3.202) > 1.96, and the P-value (0.001) < 0.05, meaning that organizational citizenship behavior can be used as a mediator for the effect of transformational leadership style on employee performance. Therefore, the sixth hypothesis was accepted. (2) The seventh hypothesis states that employee agility does not have an effect on employee performance mediated by organizational citizenship behavior. From Table 4.19, the T-statistic (0.063) < 1.96, and the P-value (0.475) > 0.05, meaning that organizational citizenship behavior can cannot be used as a mediator of the effect of employee agility on employee performance. Therefore, the seventh hypothesis was rejected.

Table 13. Hypothesis Testing Results

Hypothesis	Path		t value	t table	Description
	From	To			
Hypothesis 1	Transformational leadership style	Organizational citizenship behavior	3.663	1,96	Accepted
Hypothesis 2	Employee agility	Organizational citizenship behavior	0.067	1,96	Rejected
Hypothesis 3	Organizational citizenship behavior	Employee Performance	8.728	1,96	Accepted

Hypothesis	Path		t value	t table	Description
	From	To			
Hypothesis 4	Transformational leadership style	Employee Performance	0.481	1,96	Rejected
Hypothesis 5	Employee agility	Employee Performance	0.430	1,96	Rejected
Hypothesis 6	Transformational leadership style	Employee performance through Organizational Citizenship Behavior	3.202	1,96	Accepted
Hypothesis 7	Employee agility	Employee performance through Organizational Citizenship Behavior	0.063	1,96	Rejected

Source: *Data processing results using SmartPLS Bootstrapping 2024*

3.7. Discussions

3.7.1. The Influence of Transformational Leadership Style on Organizational Citizenship Behavior (OCB)

The results of the study revealed a significant influence of transformational leadership style (X1) on organizational citizenship behavior (Z) in PT Tribus Mitra Swadaya. This indicates that the transformational leadership style implemented by company leaders affects employee OCB. A transformational leadership approach that encourages subordinates to think innovatively and creatively can motivate them to engage in OCB. This finding is consistent with Graham (1991), who stated that transformational leadership positively influences organizational citizenship behavior.

3.7.2. The Influence of Employee Agility on Organizational Citizenship Behavior (OCB)

The study results showed no significant influence between employee agility (X2) and organizational citizenship behavior (Z) in PT Tribus Mitra Swadaya. This suggests that employees' ability to respond effectively and promptly to dynamic changes (employee agility) and leverage those changes for advantage has not yet led to increased individual contributions beyond formal job roles (OCB). This can be attributed to the employees themselves. According to Grass et al. (2020), employee agility can be observed from a behavioral perspective. Agile employees typically demonstrate proactive, adaptive, and generative behaviors. These traits are reflected in their ability to adapt and respond proactively to changes. As noted by Ekowati et al. (2023), companies with agile employees can quickly adapt to market fluctuations and respond flexibly to customer demand. Furthermore, Dabić et al. (2021) argued that openness and extraversion do not guarantee agility at work; instead, agility is defined by one's capacity to observe, learn, and respond to environmental changes. These results align with those of DeRue et al. (2012), who found a significant positive effect of employee agility on OCB.

3.7.3. The Influence of Organizational Citizenship Behavior (OCB) on Employee Performance

The research revealed a significant influence of organizational citizenship behavior (Z) on employee performance (Y) in PT Tribus Mitra Swadaya. Chiaburu and Harrison (2008) stated that OCB not only positively affects employees but also contributes to the organization beyond formal role requirements. Employee engagement in OCB can help improve performance through actions, such as accepting extra tasks, following rules and procedures, and assisting colleagues. Employees with strong connections to coworkers can enhance their overall performance, ultimately benefiting from organizational success. Every organization requires productive employees. Likewise, PT Tribus Mitra Swadaya requires employees to not only fulfill their basic job responsibilities but also contribute beyond their job descriptions, such as helping coworkers complete tasks even when not directly responsible. This finding supports that of Islam et al. (2014), who found that OCB significantly affects employee performance.

3.7.4. The Influence of Transformational Leadership Style on Employee Performance

The study showed no direct influence of transformational leadership style (X1) on employee performance (Y) in PT Tribus Mitra Swadaya. This suggests that employee performance is not directly

driven by leaders' transformational style but rather by their sense of responsibility. According to Alhitmi et al. (2023), responsibility is a person's attitude and behavior toward carrying out duties and obligations as expected toward oneself, society, and the environment. Responsible individuals tend to perform well regardless of who leads them. Supporting this, the descriptive statistics indicate a very high average employee performance score of 4.572, showing that employees already have strong performance. This finding aligns with Bass (1990), who also concluded that transformational leadership does not significantly affect employee performance.

3.7.5. The Influence of Employee Agility on Employee Performance

The research revealed no significant influence of employee agility (X2) on employee performance (Y) in PT Tribus Mitra Swadaya. An employee's ability to adapt to change depends largely on how quickly they respond to dynamic situations. According to descriptive statistics, the highest indicator of employee agility was enjoying working with others to solve problems, indicating that employees are still not highly responsive to change. However, this did not significantly influence performance levels. Grass et al. (2020) emphasized that employee agility is essential for organizational success and will become increasingly important in the future. In agile organizations, employees tend to communicate well for the company's benefit and do not fear failure, viewing setbacks as opportunities for improvement. This is consistent with Fahlevi (2021), who found that employee agility affects employee performance.

3.7.6. The Influence of Transformational Leadership Style on Employee Performance Mediated by Organizational Citizenship Behavior (OCB)

The results showed that transformational leadership style (X1) influenced employee performance (Y) when mediated by organizational citizenship behavior (Z) at PT Tribus Mitra Swadaya. OCB represents individual contributions that go beyond formal job roles such as voluntarily helping with extra tasks and adhering to workplace rules and procedures. Devece et al. (2016) stated that OCB is a form of proportional, prosocial, and productive behavior that balances work, supports social harmony, and encourages constructive actions. Abror et al. (2024) highlighted that OCB promotes smooth social interaction, reduces conflict, and improves efficiency. These social dynamics are also influenced by transformational leadership, as effective leadership encourages voluntary extra-role behavior, ultimately boosting employee performance. This study found that OCB serves as a full mediator between transformational leadership and performance, indicating that leadership influences performance only when it first enhances OCB. Thus, performance increased more significantly when transformational leadership was supported by strong OCB.

3.7.7. The Influence of Employee Agility on Employee Performance Mediated by Organizational Citizenship Behavior (OCB)

The results revealed no significant influence of employee agility (X2) on employee performance (Y) when mediated by OCB in PT Tribus Mitra Swadaya. Both internal and external factors influence agility. According to Luu (2017), internal factors include personality, experience, and capacity. However, agility levels vary among individuals owing to differences in intelligence, skill acquisition speed, and collaboration effectiveness (Abbas et al., 2022a). In this case, employee agility did not enhance performance via OCB, because employees tend to prefer structured routines and are not fully prepared for dynamic changes. This is supported by descriptive data indicating that most employees prefer tasks that align with preset work plans (Mushtaq et al., 2022).

4. CONCLUSION

Based on the findings of this research, several conclusions can be drawn regarding the influence of transformational leadership style and employee agility on organizational citizenship behavior (OCB) and employee performance in PT Tribus Mitra Swadaya. First, a transformational leadership style has a positive effect on employees' OCB. This indicates that the better transformational leadership applied within the company, the more employees are willing to voluntarily take on additional responsibilities

beyond their formal duties. However, employee agility does not show a significant effect on OCB, suggesting that the agility or adaptability of employees alone is not sufficient to encourage voluntary behaviors, as such behaviors are strongly influenced by individuals' internal motivation and personal characteristics.

Furthermore, a transformational leadership style does not directly influence employee performance. This implies that employees at PT Trubus Mitra Swadaya are motivated to perform based on their sense of responsibility rather than on the leadership style of their supervisors. Similarly, employee agility does not directly impact employee performance. The results show that most employees prefer to follow established work plans and are less inclined to embrace sudden changes. Thus, their performance remains unaffected by their ability to adapt.

On the other hand, organizational citizenship behavior (OCB) has a significantly positive impact on employee performance. Employees who exhibit strong OCB are more likely to help colleagues, follow rules consistently, and perform extra tasks, all of which contribute to improved overall performance. In addition, OCB mediates the relationship between transformational leadership and employee performance. Although transformational leadership does not directly influence performance, it can indirectly enhance performance by fostering OCB among employees. However, OCB did not mediate the relationship between employee agility and employee performance. This indicates that even with high OCB, employee agility does not contribute significantly to performance improvements, likely due to employees' preference for structured and planned work routines.

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