

ABSTRAK

Transformational Leadership merupakan salah satu pendekatan kepemimpinan yang mampu menginspirasi dan memotivasi karyawan untuk bekerja melampaui kepentingan pribadi demi tercapainya tujuan organisasi dan dapat mendorong perilaku sukarela atau positif karyawan dan meningkatkan kinerja karyawan. Penelitian ini bertujuan untuk mengetahui kondisi *Transformational Leadership*, *Organizational Citizenship Behavior*, dan Kinerja Karyawan serta menganalisis pengaruh *Transformational Leadership* terhadap Kinerja Karyawan melalui *Organizational Citizenship Behavior* sebagai variabel mediasi pada Sari Ater Hot Springs Ciater. Metode penelitian yang digunakan adalah metode deskriptif dan verifikatif dengan pendekatan kuantitatif. Data dikumpulkan melalui penyebaran kuesioner kepada 79 responden dan dianalisis menggunakan *Structural Equation Modeling–Partial Least Squares* (SEM-PLS) dengan bantuan perangkat lunak SmartPLS 4. Hasil analisis deskriptif menunjukkan bahwa *Transformational Leadership* memperoleh skor rata-rata sebesar 3,35, *Organizational Citizenship Behavior* sebesar 3,36, dan Kinerja Karyawan sebesar 3,38 yang seluruhnya berada pada kategori kurang baik. Hasil analisis verifikatif menunjukkan bahwa *Transformational Leadership* berpengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior* dan Kinerja Karyawan. Selain itu, *Organizational Citizenship Behavior* berpengaruh positif dan signifikan terhadap Kinerja Karyawan serta mampu memediasi pengaruh *Transformational Leadership* terhadap Kinerja Karyawan. Hasil penelitian menunjukkan bahwa penerapan *Transformational Leadership* yang optimal dapat mendorong terbentuknya *Organizational Citizenship Behavior*, yang selanjutnya dapat berkontribusi terhadap peningkatan Kinerja Karyawan pada Sari Ater Hot Springs Ciater.

Kata Kunci: *Transformational Leadership*, *Organizational Citizenship Behavior*, Kinerja Karyawan.

ABSTRACT

Transformational leadership is a leadership approach that can inspire and motivate employees to work beyond their personal interests to achieve organizational goals, encouraging organizational citizenship behavior, and improves employee performance. This study aims to determine the conditions of Transformational Leadership, Organizational Citizenship Behavior, and Employee Performance, as well as to analyze the effect of Transformational Leadership on Employee Performance through Organizational Citizenship Behavior as a mediating variable at Sari Ater Hot Springs Ciater. The research method used was descriptive and verificative with a quantitative approach. Data were collected through questionnaires distributed to 79 respondents and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4. The results of the descriptive analysis show that Transformational Leadership obtained an average score of 3.35, Organizational Citizenship Behavior 3.36, and Employee Performance 3.38, all of which were classified as “poor” category. The results of the verificative analysis indicate that Transformational Leadership has a positive and significant effect on Organizational Citizenship Behavior and Employee Performance. In addition, Organizational Citizenship Behavior has a positive and significant effect on Employee Performance and mediates the effect of Transformational Leadership on Employee Performance. The research findings indicate that optimal implementation of Transformational Leadership can foster Organizational Citizenship Behavior, which in turn can contribute to improving Employee Performance at Sari Ater Hot Springs Ciater.

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