

ABSTRACT

In response to the growing challenges of organizational transformation and heightened performance expectations within the national electricity industry, companies are increasingly required to cultivate employees who are adaptable, motivated, productive, and capable of demonstrating constructive workplace behavior. Accordingly, this research seeks to examine the effects of Work Motivation and Transformational Leadership on Employee Performance, while also investigating the mediating role of Organizational Citizenship Behavior (OCB) at PT PLN (Persero) UPT Semarang. A quantitative research design was applied by distributing questionnaires to employees of PT PLN (Persero) UPT Semarang, and the collected data were processed using Structural Equation Modeling–Partial Least Squares (SEM-PLS).

The findings reveal that both Work Motivation and Transformational Leadership significantly and positively influence Employee Performance. In addition, Organizational Citizenship Behavior (OCB) serves as a partial mediator in the relationship between Transformational Leadership and Employee Performance, as well as between Work Motivation and Employee Performance. These results demonstrate that discretionary employee actions, including teamwork, assisting coworkers, and showing concern for organizational interests, contribute substantially to enhancing organizational effectiveness and work outcomes. Moreover, the implementation of the AKHLAK core values within PT PLN (Persero) strengthens the establishment of a collaborative, adaptive, and performance-driven organizational culture. This study is anticipated to enrich the literature on human resource management while also offering practical recommendations for organizations seeking to enhance employee performance through the reinforcement of leadership practices, employee motivation, and Organizational Citizenship Behavior (OCB).

Keywords: *Transformational Leadership, Work Motivation, Organizational Citizenship Behavior (OCB), Employee Performance.*