

The Effect of Transformational Leadership, Organizational Commitment and Empowerment on Managerial Performance Through Organizational Citizenship Behavior at PT. Cobra Direct Sale Indonesia

T.A Hariyono¹ Anwar Sanusi² and Boge Triatmanto²

¹ Candidate Doctor Merdeka University Malang, East Java, Indonesia

² Lecturer Merdeka University Malang, East Java, Indonesia

Abstract: *The aim of this conducted study is to analyze the effect of transformational leadership, organizational commitment, empowerment of organizational citizenship behavior and managerial performance at PT. Cobra Direct Sale Indonesia. Analyzing the effect of organizational citizenship behavior on managerial performance at PT. Cobra Direct Sale Indonesia and analyze the influence of transformational leadership, organizational commitment, empowerment of managerial performance through organizational citizenship behavior at PT. Cobra Direct Sale Indonesia. The population in this research is manager of PT. Cobra Direct Sale Indonesia spread over 24 provinces which consist of 150 people. Sampling method used in this study using census. The analysis method used is descriptive analysis and Structural Equation Modeling (SEM). The result of research shows that transformational leadership, organizational commitment and empowerment give influence to organizational citizenship behavior and managerial performance of PT. Cobra Direct Sale Indonesia. Organizational citizenship behavior gives influence to managerial performance of PT. Cobra Direct Sale Indonesia. Transformational leadership, organizational commitment, empowerment gives effect to managerial performance through organizational citizenship behavior of PT. Cobra Direct Sale Indonesia.*

Keywords: *Transformational Leadership, Organizational Commitment, Empowerment, Organizational Citizenship Behavior and Managerial Performance*

I. INTRODUCTION

The development of economic that occurs in Indonesia has encouraged development in all fields especially in the field of industry and national trade that produce various variations of goods and services. Globalization and free trade supported by advances in telecommunications and informatics technologies have broadened the flow of goods and service transactions across national boundaries, so that the goods and services offered vary, both foreign and domestic. Such conditions on the one hand have benefits for consumers because the needs of consumers will need the desired goods and services which can be fulfilled, the more open the freedom to choose various types and quality of goods and services in accordance with the desire of consumers' ability, Sutedi (2008: 1).

One way which can be done by business actors in meeting the needs of consumers and simultaneously developing the company's marketing system is to use direct selling system. PT Cobra Direct Sale Indonesia is located at Wisma Aldiron 1st floor suite 107-109 Jl. General Gatot Subroto Kav.72 South Jakarta 12780 is one of the leading direct selling companies in Indonesia. With more than 20 years of experience and supported by more than 6000 sales force spread all over Indonesia, we would like to continue to prove ourselves to be the largest direct selling company in Indonesia. The company moves with the spirit of "Work Smart, Play Hard".

Realizing the spirit of Work Smart, Play Hard, companies must dare to face change and win the competition. The success of PT Cobra Direct Sale Indonesia in achieving its goals largely depends on managerial performance. Managerial performance can be explained as a form of manager's existence (leadership) in completing work as effectively as possible (Soobaroyendan Poorundersing, 2008).

The great responsibility of the profession of a manager depends on the role of the leader in an organization and the leader who is able to motivate and encourage to do the job well is transformational leadership. Luthans (2006: 653) states that transformational leadership leads to high performance in organizations that face reform demands. Mondiani (2012: 87). Stated that transformational leadership, which is an extension of charismatic leadership is expected to improve employee performance. The results of Bycio (1995), Purvanova (2006), and Ahn and Kwon (2005) show a strong positive relationship between transformational leadership variables and performance. Different results are shown by Awamleh and Dmour (2004); Insan, et al. (2013) suggest that transformational leadership does not affect employee performance.

Organizational commitment is able to contribute to performance. According to Luthans (2006: 249) organizational commitment is an attitude that reflects employees' loyalty to the organization and is an ongoing process whereby organizational members express concern to the organization, to organizational success and

ongoing progress. Organizational commitment can be used to predict professional activity and work behavior (Meyer and Allen, 1993: 59). The results of previous empirical studies on the influence of organizational commitment to employee performance were conducted by Hascaryo (2004), Jandeska and Kraimer (2005), Pangestuti (2009) and Colin, Hung (2006) found evidence that organizational commitment had a significant effect on employee performance. Different results are shown by Arizona, et al. (2013) and Subejo, et al. (2013) indicates that organizational commitment has no significant effect on performance, Organizational commitment built by affective commitment, ongoing commitment, and normative commitment has not been able to maximize employee performance.

Another factor that affects performance is empowerment. Hansen and Mowen (2000: 145), express empowerment is basically a motivational process of individual experience to feel more empowered. If employees feel empowered then through the ability of the service will result in customer satisfaction, a new partnership between customer and employee management based on, honesty, trust, support and honor is an effort mensikapi employees, Corsun and Enz (1999: 88).

The results of research on the effect of empowerment on the performance of employees performed by Ahn and Kwon (2005), Nursyamsi (2013), Lestari (2015) proves that empowerment has a significant effect on employees' performance. Different results are shown by Cahyono, et al. (2014) concluded that empowerment does not have a significant and positive impact on employee performance of Jember Plantation Company. This indicates that employee empowerment is directly related to the agency but not directly felt by the employee, where the employee is not all placed in accordance with the capacity and competence. The results of the study of transformational leadership influences, organizational commitment and empowerment of employee performance indicate inconsistent results or the existence of a research gap so that it needs to be reviewed and add the mediation variables of OCB as an intermediary variable of transformational leadership influence, organizational commitment and empowerment of managerial performance.

Robbins (2006: 31) argues that OCB is an optional behavior that is not part of an employee's formal employment obligation, but it supports the effective functioning of the organization. OCB is a free individual behavior, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization. Or in other words, OCB is an employee behavior that exceeds the required role, which is not directly or explicitly acknowledged by a formal reward system (Bolino, Turnley and Bloodgood, 2002: 505).

The magnitude of a manager's managerial responsibilities makes it possible for a behavior to emerge beyond work. The profession of a manager demands not only mastery of science alone, but also other special skills such as interpersonal skills and good communication. The flexibility of a manager's working hours reinforces the reason for the need for OCB. Robbins and Judge (2008: 40), suggest that organizations with employees with good OCBs will perform better than other organizations. Podsakoff (1997) in his study found evidence that employees who have helpful behavior and sportsmanship will produce optimal work productivity both in quantity and quality. Sudarma and Ketut (2011), Yusuf and Mardiana (2012) conclude that OCB affects employee performance.

A manager with a high OCB is influenced by a leader's model of leadership. A leader must be able to feel what the subordinates feel, understand the needs and desires of subordinates that are implemented in everyday attitudes and behaviors. Luthans (2006: 653) states that transformational leadership leads to high performance in organizations that face reform demands. Logomarsino and Pablo (2003), Madhu and Krishnan (2005), Shukui and Xiaomin (2008), Asgari (2008) indicate that transformational leadership affects the OCB.

An employee has a high OCB influenced by commitment to the organization. Organizational commitment can be used to predict professional activity and work behavior, Meyer and Allen (1993), because organizational commitment is a person's positive attitude toward the organization. This attitude will encourage a person to behave positively, discipline in work, obey organizational policies and regulations, build good relationships with colleagues, and improve work performance. Cheng, et al. (2010), Subejo, et al. (2013), Purba and Seniaty (2004) show that organizational commitment has an effect on OCB.

OCB which is the behavior of workers who exceed formal tasks and contribute to the effectiveness of the organization will be successful with the empowerment of employees. The results of a study on the effect of empowerment of OCB conducted by Sinnappan and Amulraj (2014) show that empowerment affects OCB. Nursanti and Anissa (2014) conclude that there is a significant influence between empowerment of OCB. Similar results are shown by Liang and Zhen (2012) that empowerment has a significant influence on OCB.

Looking at the existing phenomena and the results of previous empirical studies, ideally OCB can mediate the influence of transformational leadership, organizational commitment and empowerment of managerial performance in PT Cobra Direct Sale Indonesia.

II. II.THEORITICAL REVIEW

Managerial Performance

The success of an organization in achieving its goals largely depends on the performance of managers. The manager is someone who is responsible for the organization or unit being led. The manager's job can be described in terms of various "roles" or set of organized behaviors identified by a position (Mitzberg 1988: 295).

Managerial performance according to Mahoney, et al. (1963: 106-107) is the performance of individual members of the organization in managerial activities including planning, investigation, coordination, supervision, staffing, negotiation and representation. Evaluation of the performance performed by multiple managers depends on the culture developed by each company. The performance of this research is manager's perception of managerial activity, consisting of nine activity dimensions, namely planning, investigation, selection of staff, coordination, direction, negotiation, representation, control and evaluation (Mahoney, et al.1963).

Transformational Leadership

Transformational leadership which is an extension of charismatic leadership, leaders create a vision and environment that motivates employees to achieve beyond expectations. With transformational leadership, employees will feel trust, admiration, loyalty and respect for leaders so that employees will be motivated to do more than what is expected. In fact, it is not uncommon for employees to go beyond what they expect to do. Transformational leadership by Bass and Avolio (1994: 84) is a leadership that is able to change the behavior of subordinates into someone who feels capable and highly motivated and strives to achieve high and quality work performance in the workplace. Transformational leadership is the antithesis of a leadership model that wants to maintain the status quo, so transformational leadership can be defined as a leadership that includes organizational change efforts. A leader can transform subordinates through the four ways according to Bass and Avolio (1994: 85) that are: Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration.

Organizational Commitment

Luthans (2006: 249) defines organizational commitment as an attitude that reflects employee loyalty to the organization and is an ongoing process whereby organizational members express concern to the organization, to organizational success and ongoing progress. Meyer and Allen (1990: 59) reveal that organizational commitment is the relative strength of individual identification and involvement in specific organizations, including trust, support for organizational goals and values, and a strong desire to use real efforts for the benefit of the organization and A strong will to maintain membership in the organization. Meyer and Allen (1990: 59) propose three models of organizational commitment and are reflected in three main areas: Affective commitment is the desire to work for a company because it agrees against the goals of the organization and there is a desire to run. Continuance commitment is the desire to keep working for the company because it does not want to lose something related to the job. Normative commitment is the desire to work for the company because there is pressure from other parties.

Organizational Citizenship Behavior

OCB by Organ (1987: 120) is defined as an individual voluntary behavior (in this case an employee) that is not directly related to the advisory system but contributes to the effectiveness of the organization. OCB is the term used to identify individual behavior as a good member (Sloat, 1999: 20). This behavior tends to see a person as a social being (being a member of the organization), rather than as a selfish individual being.

Organ and Konovsky (1989: 298), the OCB is built from five dimensions each of which is unique: Altruism, a willingness to help co-workers in completing work in unusual situations. Civicvirtue, concerning workers' support for administrative functions within the organization. Conscientiousness, describes workers who perform tasks and responsibilities more than what is expected. Courtesy, the behavior of alleviating the problems associated with the work faced by others. Sportsmanship, describes workers who are more focused on looking at positive aspects than negative aspects of the organization, sportsmanship describes a worker's sportsmanship towards the organization.

Empowerment

Employee empowerment implies as an effort to increase the role and authority, as well as the responsibilities of employees in the organization. Employee empowerment automatically demands higher competence and competence in the employee. Empowerment measures include strategies that are at the very lowest level of increasing the role of employees in taking decisions around their own work. At the highest level, there is an increasing role to the full self-management authority of the job itself and the relationship with the task and work (Wignowyoto, 2002: 69).

Thomas and Veltahouse (1990: 666) argued that empowerment is the freedom of the individual to act and take responsibility for action in accordance with the duties carried. Empowerment implies the discretion of the individual to act and at the same time be responsible for the action according to the duty. This concept of empowerment also means that a person will be able to behave independently and responsibly. Thomas and Veltahouse (1990: 666) the concept of empowerment there are four cognitions that reflect the individual's orientation of the role of work that is meaning, competence, self determination, and influence.

III. HYPOTHESES DEVELOPMENT

Logomarsino and Pablo (2003), Madhu and Krishnan (2005), Shukui and Xiaomin (2008), Asgari (2008) indicated that transformational leadership affects the OCB. Cheng, et al. (2010), Subejo, et al. (2013), Purba and Seniati (2004) show that organizational commitment has an effect on OCB. Liang and Zhen (2012), Nursanti and Anissa (2014) Sinnappan and Amulraj (2014) show that empowerment affects OCB.

Based on the result of empirical study in this research hypothesis, it can be put forward as follows:

H1: Transformational leadership, organizational commitment and empowerment have a significant effect on OCB PT. Cobra Direct Sale Indonesia.

Bycio (1995), Purvanova (2006), and Ahn and Kwon (2005) showed a strong positive relationship between transformational leadership variables and performance. Hascaryo (2004), Jandeska and Kraimer (2005), Pangestuti (2009) and Colin, Hung (2006) found evidence that organizational commitment has a significant effect on employee performance. Ahn and Kwon (2005), Nursyamsi (2013), Lestari (2015) proved that empowerment has a significant effect on employee performance.

Based on the result of empirical study, hence this research hypothesis put forward as follows:

H2: Transformational leadership, organizational commitment and empowerment have a significant effect on managerial PT Cobra Direct Sale Indonesia.

Robbins and Judge (2008: 40) suggested that organizations with employees with good OCBs will perform better than other organizations. Podsakoff (1997) in his study found evidence that employees who have helpful behavior and sportsmanship will produce optimal work productivity both in quantity and quality. Sudarma and Ketut (2011), Yusuf and Mardiana (2012) conclude that OCB affects employee performance.

Based on the result of empirical study hence this research hypothesis can be put forward as follows:

H3: OCB has significant effect on managerial of PT Cobra Direct Sale Indonesia

H4: Transformational leadership, organizational commitment, empowerment have a significant effect on managerial performance in mediation of COB PT Cobra Direct Sale Indonesia.

IV. RESEARCH METHOD

The type of research used in this study is explanatory research with a survey approach and taking the population of this study is the manager of PT Cobra Direct Sale Indonesia scattered in 24 provinces, amounting to 150 people. While the sampling method used in this study using the census is the technique of determining the sample when all members of the population used as a sample, thus the samples taken in this study amounted to 150 managers of PT Cobra Direct Sale Indonesia.

Managerial performance is measured by indicators: planning, investigation, selection of staff, coordination, direction, negotiation, representation, control and evaluation. Transformational leadership is measured by indicators of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. Organizational commitment is measured by indicators of affective commitment, continuance commitment and normative commitment. OCB is measured by indicators: altruism, civicvirtue, conscientiousness, courtesy and sportsmanship. Empowerment is measured by indicators of sense of meaning, sense of competence, sense of self determination, and sense of impact.

With respect to hypothesis research, the data analysis used in research with Structural Equation Modeling (SEM). Hypothesis testing using coefficient CR (critical ratio) analogous to t-test that is with prob. (P) and If $p > 0.05$ then H_0 is accepted, if $p \leq 0.05$ then H_0 is rejected. To test the OCB hypothesis mediates the influence of transformational leadership influences, organizational commitment, empowerment of managerial performance by comparing total influence with direct influence. If the total effect is greater than direct influence, then the hypothesis is accepted, so the OCB variable as a variable mediates the influence of transformational leadership influence, organizational commitment, empowerment of managerial performance.

V. RESEARCH FINDING AND DISCUSSION

Structural Equation Model (SEM) analysis using AMOS 6.0 was used to test the hypothesis proposed by the researcher. As a basis to test the hypothesis used Critical ratio (Cr) from the output regression Weight. The research hypothesis will be accepted if p value <of significance of 5%, then the null hypothesis is rejected. The results of hypothesis testing are presented in Table 1 below

Table 1. Regression Weight Analysis Results

Variable			Koefisien Jalur	C.R.	Sig
OCB	<---	Transformational Leadership	0.154	2.308	0.021
OCB	<---	Organisational Commitment	0.119	2.499	0.012
OCB	<---	Empowerment	0.208	3.025	0.002
Managerial Performance	<---	Transformational Leadership	0.443	5.194	0.000
Managerial Performance	<---	Organisational Commitment	0.124	2.030	0.042
Managerial Performance	<---	Empowerment	0.322	4.174	0.000
Managerial Performance	<---	OCB	0.305	3.143	0.002

Transformational leadership contributed to OCB manager of PT Cobra Direct Sale Indonesia with coefficient value of 0.154 and significance at 5% level. It can be explained that the success of PT Cobra Direct Sale Indonesia in achieving goals largely depends on the role of a managerial. The role of leader who is able to make managers of PT Cobra Direct Sale Indonesia has OCB is transformational leadership.

Transformational leadership is a leadership model for a leader who tends to motivate subordinates to work better and focuses on behavior to aid the transformation between individuals and organizations, Bass and Avolio (1994: 85). Transformational leadership is expected to make managers of PT Cobra Direct Sale Indonesia have OCB is a leader who makes managers as a symbol of success and achievement in running the organization, has an innovative in thinking and acting, always learn to discover new things and always find out the wishes and expectations of subordinates . The results of this study reinforce previous research by Logomarsino and Pablo (2003), Madhu and Krishnan (2005), Shukui and Xiaomin (2008), Asgari (2008) indicate that transformational leadership influences OCB.

Organizational commitment contributes to OCB manager of PT Cobra Direct Sale Indonesia with coefficient value of 0.119 and significance at 5% level. It can be explained that the manager of PT Cobra Direct Sale Indonesia who is committed to the institution will have the behavior of the worker that exceeds the formal task and contribute to the organization's effectiveness by assisting colleagues on a voluntary basis, keeping the company's reputation, always arriving early, Work on schedule, consider criticism used to evaluate improvements and refrain from complaining. The results of the study reinforce the review proposed by Schappe (1998) that organizational commitment is a more significant predictor of OCB than job satisfaction, Meyer et al. (1993) found a significant relationship between affective commitment and OCB. Debora and Seniati (2004) found evidence that trait of personality and organizational commitment had a significant effect on OCB in Indonesia. Cheng, et al. (2010), Subejo, et al. (2013) and Purba and Seniati (2004) show that organizational commitment has an effect on OCB.

Empowerment contributes to OCB with coefficient value of 0.208 and significance at 5% level. It can be explained that the empowerment of PT Cobra Direct Sale Indonesia manager is more emphasized on how the behavior of manager in acting and also responsible for action in accordance with the duty. In other words, the concept of empowerment is emphasized on the independence of managers of PT Cobra Direct Sale Indonesia. The empowerment of managers of PT Cobra Direct Sale Indonesia will establish managers having OCBs applied to behaviors that exceed formal tasks by assisting co-workers voluntarily, keeping the company's reputation, always arriving early, so doing work on schedule, Evaluation of improvements and refrain from complaining. The review results corroborate the review proposed by Sinnappan and Amulraj (2014) indicating that empowerment affects the OCB. Nursanti and Anissa (2014) conclude that there is a significant influence between empowerment of OCB. Similar results are shown by Liang and Zhen (2012) that empowerment has a significant effect on employee job satisfaction and OCB.

PT Cobra Direct Sale Indonesia will be successful and growing highly dependent on the leaders. If the leader is able to perform the function properly, it is very possible that the organization will be able to achieve the target. Based on the results of empirical study, transformational leadership has a significant effect on the performance of managers of PT Cobra Direct Sale Indonesia with coefficient value of 0.443 and significance at level 5%. It can be said that managerial PT Cobra Direct Sale Indonesia will have a good performance if the leader is able to play the role of leader. The results of work activities achieved by a manager of PT Cobra Direct Sale Indonesia in carrying out tasks in accordance with the responsibilities given to him because of leadership factors that use transformational leadership approach applied as a symbol of success and achievement in running the organization, has an innovative in thinking and acting, always Learn to discover new things and always find out the wishes and expectations of subordinates.

Luthans (2006) argued that transformational leadership leads to better performance in organizations that face reform demands. Transformational leadership is the ability to inspire and motivate followers to achieve greater results than originally planned and for internal rewards, Mondiani (2012). The review results corroborate the study conducted by Bycio (1995), Purvanova, et al. (2006), Ahn and Kwon (2005) show a strong positive relationship between transformational leadership variables and performance.

Organizational commitment affects the performance of managers of PT Cobra Direct Sale Indonesia with coefficient value of 0.124 and significance at level 5%. This study can be interpreted that the work quality and quantity achieved by the manager of PT Cobra Direct Sale Indonesia in carrying out the task due to commitment factor manager of PT Cobra Direct Sale Indonesia to the institution that applied proudly become part of the company because the company gives inspiration for career and accordingly with expectations. Meyer and Allen (1993), organizational commitment can be used to predict professional activity and work behavior, because organizational commitment is a person's positive attitude toward the organization. This attitude will encourage a person to behave positively, discipline in work, obeying organizational policies and regulations, build good relationships with colleagues, and improve work performance. Knowing and understanding organizational commitment can be used as a basis for predicting work behavior to be demonstrated by individuals. The results of the review corroborate studies conducted by Hascaryo (2004), Jandeska and Kraimer (2005), Pangestuti (2009), Colin and Hung (2006) found evidence that organizational commitment has a significant effect on employee performance.

Empowerment affects the performance of managers of PT Cobra Direct Sale Indonesia with coefficient value of 0.322 and significance at level 5% .. This study can be interpreted that the attitude and the work achieved by the manager of PT Cobra Direct Sale Indonesia is influenced by empowerment. Managers of PT Cobra Direct Sale Indonesia will perform well if managers assume that every activity from work is very meaningful, has strong confidence in doing work activities, has a strong conviction to decide on their own without direct orders from the leadership and has the desire to work harder . The results corroborate the study proposed by Ahn and Kwon (2005), Nursyamsi (2013), Lestari (2015) found that employee empowerment has a significant effect on employee performance.

OCB effect on manager performance of PT Cobra Direct Sale Indonesia with coefficient value of 0.305 and significance at level 5%. This study can be interpreted that the attitudes and work achieved by the manager of PT Cobra Direct Sale Indonesia are influenced by OCB. The results can be interpreted that the manager of PT Cobra Direct Sale Indonesia will perform better if the manager has a good OCB applied to help co-workers voluntarily, can keep the company's reputation, always arrives early, so do work on schedule, Evaluation of improvements and refrain from complaining. The results corroborate the review put forward by Robbins and Judge (2008: 40), that organizations with employees with good OCBs will perform better than other organizations. Podsakoff (1997) found evidence that employees who have helpful behavior and sportsmanship will produce optimal work productivity both in quantity and quality. Sudarma (2011), Yusuf, et al. (2012) concludes that OCB affects employee performance. Tests of indirect effects are used from some direct impact test results. The complete test results of direct influence are presented in the following table

Table 2. The Results of Indirect Effect Hypothesis Testing

The effect between variable	Direct Effect	Indirect Effect through Y ₁	Total Effect
X ₁ on Y ₁	0.154	-	0.154
X ₂ on Y ₁	0.119	-	0.119
X ₃ on Y ₁	0.208	-	0.208
X ₁ on Y ₂	0.443	0.154x 0.305= 0.047	0.490
X ₂ on Y ₂	0.124	0.119x 0.305= 0.036	0.160
X ₃ on Y ₂	0.322	0.208x 0.305= 0.063	0.385
Y ₁ on Y ₂	0.305	-	0.305

OCB mediates the influence of transformational leadership on the performance of managers of PT Cobra Direct Sale Indonesia. The manager of PT Cobra Direct Sale Indonesia has a better performance because of the transformational leadership role that can make managers have behaviors that exceed the mandatory role (OCB). The results show that the application of transformational leadership such as leadership as a symbol of success and achievement in running the organization, the leader has an innovative in thinking and acting, leaders always learn to find new things and leaders always find out the wishes and expectations of subordinates can create managers have a better OCB with Assisting colleagues on a voluntary basis, keeping the company's reputation, always arriving early so doing the work on schedule, taking criticism for evaluation evaluation and refraining from complaining. These conditions have an impact on the performance of managers of PT Cobra Direct Sale Indonesia better. Research results corroborate studies conducted by Logomarsino and Pablo (2003), Madhu and Krishnan (2005), Shukui and Xiaomin (2008), Asgari (2008) indicate that transformational leadership affects OCB and studies conducted by Robbins and Judge (2008: 40), Podsakoff (1997), Sudarma (2011), Yusuf, et al. (2012) concludes that OCB affects employee performance.

OCB mediates the effect of organizational commitment on the performance of managers of PT Cobra Direct Sale Indonesia. The performance of managers of PT Cobra Direct Sale Indonesia is better if managers have a strong commitment to institutions that are able to make managers have behaviors that exceed the mandatory role (OCB). The results show that managers have a strong commitment to PT Cobra Direct Sale

Indonesia embodied in the proud element of being part of the company, the company inspires for a career that is in line with the hope of making the manager have an obligatory role (OCB) by assisting colleagues on a voluntary basis, Keeping the company's reputation, always arriving early so doing the work on schedule, taking criticism for the evaluation of improvements and refraining from complaining. The manager has a mandatory role (OCB) will have an impact on the performance of managers of PT Cobra Direct Sale Indonesia better. The results corroborate the study conducted by Debora and Seniati (2004), Cheng, et al. (2010), Subejo, et al. (2013) and Purba and Seniati (2004) indicate that organizational commitment has an effect on OCB and studies conducted by Robbins and Judge (2008: 40), Podsakoff (1997), Sudarma (2011), Yusuf, et al. (2012) concludes that OCB affects employee performance.

OCB mediates the influence of empowerment on the performance of managers of PT Cobra Direct Sale Indonesia. Empowerment of managers of PT Cobra Direct Sale Indonesia is able to make managers have behaviors that exceed the required role (OCB) and have an impact on the performance improvement of managers of PT Cobra Direct Sale Indonesia. The results show that empowering managers of PT Cobra Direct Sale Indonesia as an effort to increase the role and authority, as well as the manager's responsibilities within the organization are able to make managers have behaviors that exceed the mandatory role (OCB) by assisting colleagues on a voluntary basis, , Always arrives early so do the work on schedule, consider criticism used to evaluate the improvement and refrain from complaining. The manager has a mandatory role (OCB) will have an impact on the performance of managers of PT Cobra Direct Sale Indonesia better. The results corroborate studies undertaken by Sinnappan and Amulraj (2014), Nursanti and Anissa (2014), Liang and Zhen (2012) that empowerment has a significant influence on OCB and studies conducted by Robbins and Judge (2008: 40), Podsakoff (1997), Sudarma (2011), Yusuf, et al. (2012) concludes that OCB affects employee performance.

VI. CONCLUSION AND FUTURE RESEARCH

Transformational leadership, organizational commitment and Empowerment effect on OCB. These results indicate that OCB in PT Cobra Direct Sale Indonesia is obtained because transformational leadership impacts the managers of PT Cobra Direct Sale Indonesia, organizational commitment and empowerment. Transformational leadership, organizational commitment and empowerment affect the managerial performance of PT Cobra Direct Sale Indonesia. The results show that the managerial performance of PT Cobra Direct Sale Indonesia is due to the transformational leadership that leads to managers, organizational cometen and built-in empowerment. OCB has an effect on managerial performance of PT Cobra Direct Sale Indonesia. These results indicate that managers who own OCB on the managers of PT Cobra Direct Sale Indonesia are better on the performance of managers of PT Cobra Direct Sale Indonesia. OCB mediates the influence of transformational leadership, organizational commitment and empowerment of managerial performance at PT Cobra Direct Sale Indonesia. These results demonstrate that the transformasional leadership taught to managers, organizational cometen and empowerment built by PT Cobra Direct Sale Indonesia makes managers have OCBs that impact the performance of managers of PT Cobra Direct Sale Indonesia better.

The leadership of PT Cobra Direct Sale Indonesia, in improving managerial performance, needs to run operational transformational leadership with intellectual stimulation as always learning to discover new things, showing new ways of solving work problems and recognizing key aspects of problems which is complicated. Managers are given an understanding of the need for commitment that is operationally done with affective commitment as proud to be part of the company, having self-belonging for the company, willing to work overtime and work more for the company's progress. Managers need to do the best possible empowerment on impact elements such as evaluating self-performance, have a desire to work harder and have the potential to advance the company.

The head of PT Cobra Direct Sale Indonesia should definetly pay attention to OCB behavior on elements of courtesy owned by managers such as not being reluctant in giving explanation related to duty to co-workers, always help to organize togetherness, can accept criticism and criticism used for evaluation improvement.

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