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The Effects of Employee Engagement and Productivity Mediate Transformational Leadership and OCB on Bawaslu Commissioners' Performance

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ABSTRACT. This quantitative study is aimed to know the effects of each variable, those are Performance as dependent, Transformational Leadership and OCB as independent and Employee Engagement and Productivity as intervening variables by using Slovin formula to determine respondents, and those are 65 commissioners of Bawaslu of all Districts and Cities in East Jawa, in category of nonprobability sampling by using purposive sampling technique. In collecting data, it used questionnaire by using primer data and four-points Likert-scale ranging. The results of this study are, some of them are in accordance with the hypothesis that is having significant effects, while the other some are not significant between Employee Engagement on the performance. This affects to mediating result, so Employee Engagement variable has no significant effects. While, transformational leadership variable does not affect significantly on Bawaslu commissioners' performance through Employee Engagement and Organizational Citizenship Behavior (OCB) does not have effects significantly on Bawaslu commissioners' performance through Employee Engagement.

1. Introduction

General Elections are a means of implementing People's Sovereignty carried out directly, openly, freely, confidentially, honestly, and fairly [1]. Elections are held with the aim of electing representatives of the people both at the central and regional levels of government, and to establish a democratic and strong government that gains the support of the people in order to achieve national goals as mandated by the preamble of the Undang-Undang Dasar Negara Republik Indonesia Tahun 1945. Elections are conducted by the Indonesian state to realize people's sovereignty and to apply the principles or values of democracy, enhancing the political awareness of the people to actively participate in elections for the realization of Indonesia's

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democratic aspirations. Through elections, it is expected that the political process will give rise to a legitimate, democratic government that genuinely represents the interests of the electorate.

In order to achieve an independent and free electoral process, it is necessary to have an institution tasked with overseeing elections in accordance with regulations and laws. General Election Supervisory Board of The Republic of Indonesia (Indonesian: Badan Pengawas Pemilihan Umum, Bawaslu) is one of the independent institutions responsible for conducting elections without influence from various parties and in alignment with its duties and authorities. The execution of Bawaslu's tasks and authorities is regulated by Undang-Undang Nomor 7 Tahun 2017 concerning General Elections [2]

At present, Bawaslu is engaged in preparations for the upcoming Coordinated General Elections in 2024, marking the first instance in the nation's history when such elections will be conducted concurrently to select members of the People's Consultative Assembly (Dewan Perwakilan Rakyat or DPR), Regional Representatives Council (Dewan Perwakilan Daerah or DPD), President and Vice President, in addition to members of the Provincial and District/City Regional Representative Councils (Dewan Perwakilan Rakyat Daerah or DPRD) across the Republic of Indonesia [3]. To ensure prosperous and credible elections in 2024, it is of utmost importance for the government and relevant stakeholders to provide special focus on fostering and advancing Bawaslu's human resources [4]. Provision of assistance in terms of training, oversight, and other essential resources will represent a significant investment to guarantee the legitimacy and triumph of future simultaneous elections.

Human Resources is a highly important part in an organization or institution. It is needed a good and right management to achieve goals that set-in organization’s vision and mission. The success and performance of an organization are determined by quality of human resource. An organization can achieve success with excellent performance started by improving the quality of its human resources [5].

The qualified human resources determine the success of a development. The availability of reliable and professional human resources on their fields is a potency for nation to drive development. Given the significant of this, government should always strive to improve the quality of human resources especially in Government Agencies [6], in order that the performance can improve and the services of all government officials to the community can be better.

Drawing from earlier studies [4], the impact of the proficiency of human resources on election monitors presents an engaging subject for researchers to delve into. The human capital within Bawaslu plays a vital role in supervising elections, ensuring a transparent, honorable, and equitable electoral process. The competence of Bawaslu's personnel will influence the organization's capacity to identify and tackle electoral infractions, as well as to preserve the genuineness of the electoral proceedings.

Within the organization scope according to Kwon and Park, (2019), performances of the institution are determined by all their human resources, both from the highest level namely a leader to the lowest level that is employees [7]. The organization needs labors that always meet demands to keep pace of changes and progress in all aspects that affect executive workload. Therefore, a leader must be able to manage resources effectively and efficiently, especially in managing human resources. In this case, the human resources development department should always have a new strategy to enable agencies to develop and maintain their needed talented employees [8].

Based on previous study, it is interesting for the writer to conduct a study that is related to the impact of human resources capacity on the election supervisors. The writer carried out this study on Bawaslu of Districts and Cities in East Java as it can be seen from the total number of human resources in East Java is the largest number in Indonesia, it is because East Java is the province with the largest number of Districts and Cities in Indonesia, that is 38 (thirty-eight) Districts and Cities [9].

The success of an organization can be affected by job performance from employee [10]. Every organization or company will try to improve employee improvement to achieve organization goals. The company always desires the performance of its employee to be better. Therefore, various ways are taken to improve employee performance in order to increase contribution of the employees to their organization.

In addition, the job performance can be realized well if Organizational Citizenship Behavior (OCB) is well from the employees. The loyalty to the organization and high contribution will impact to employee performances. [11] said that Organizational Citizenship Behavior (OCB) is as voluntary behavior, the behavior exceeds the task demands that contribute to organizational success. Organizational Citizenship Behavior (OCB) is a behavior that is consciously and voluntary carried out outside the main job description and if it is not complete, the employee will not be penalized [12].

Besides, the Work Productivity is able to produce the best performance. [13] assumed that the productivity is comparison between output (result) and input. The productivity according to [14] is a process where human resources can produce an output with a productive size. The productivity can be also defined as a process that focus on output resulted by human resources with a ration between input and output.

Another factor that affects performance is employee engagement, it is to what extent an employee commits, dedicates himself, and is loyal to his organization, leader, job, and co-workers. [15] defined employee engagement as employee's emotional measurement and intellectual commitment to organization and their success and believe to be measurement result and describes how the employees behaves as their interaction result with organization.

In the initial observation, the researcher assumes that transformational leadership, Organizational Citizenship Behavior OCB which is had by human resources affect to performance of Districts and Cities in East Java Bawaslu Commissioners through Employee Engagement and Work Productivity. Therefore, the researcher who is also supported by head of Bawaslu is curious to know the effects from each variable.

The initial observation, which is supported by previous studies conducted by [6], stated that the result of transformational leadership affects positively and significantly upon performance. [16] in their study stated the same result that is transformational leadership significantly affects on performance. [17] found that transformational leadership takes effect significantly to productivity. The studies from [18] and [19] found that Employee Engagement influences significantly on employee performance. While, [20] from their result of study which were tested partially showed that Employee Engagement does not affect significantly on employee performance. The result is also supported by a study conducted by [21] where the job satisfaction has effect significantly on employee performance and transformational leadership affects significantly on performance through Employee Job Satisfaction.

Based on the background of the study above, the formulation of the problems can be stated as follow:

1) Is there any effect of Transformational Leadership on Commissioners Performance?
2) Is there any effect of Organizational Citizenship Behavior (OCB) on Commissioners Performance?
3) Is there any effect of Transformational Leadership on Commissioners Employee Engagement?
4) Is there any effect of Organizational Citizenship Behavior (OCB) on Commissioners Employee Engagement?
5) Is there any effect of Employee Engagement on Commissioners Performance?
6) Is there any effect of Transformational Leadership on performance through Commissioners Employee Engagement?
7) Is there any effect of Organizational Citizenship Behavior (OCB) on performance through Commissioners Employee Engagement?
8) Is there any effect of Transformational Leadership on Commissioners Work Productivity?
9) Is there any effect of Organizational Citizenship Behavior (OCB) on Commissioners Work Productivity?
10) Is there any effect of Work Productivity on Commissioners Performance?
11) Is there any effect of Transformational Leadership on Performance through Commissioners Work Productivity?

12) Is there any effect of Organizational Citizenship Behavior (OCB) on Performance through Commissioners Work Productivity?

2. Literature Review

Commissioners Performance

Performance, according to [22] is a job result that is obtained from someone's working ability both individual and in team that will give a good impact for an organization. In order to be a good example for all personnel in organization, it can be boosted the other personnel's working spirit when they are asked to do jobs to create a better working result. [23] defined employee performance is a working result in quality and quantity that is achieved by an employee in doing his job based on his responsibility given to him. In the other hand, according to [24] employee performance is a working result that is reached by someone or group of persons in any organization based on each authority and responsibility in order to achieve organization goals legally, do not violate the laws, and based on moral and ethics. Based on the definitions given above, it can be concluded that performance is someone working result in a certain period of time that is compared by working standard, target, or goal based on the criteria that have been determined in advance and mutually agreed upon in quality and quantity. Performance Indicators according to [25], those are:

a) Quality: The degree of quality or precision in the tasks executed.
b) Quantity: The quantity of output generated or the volume of tasks accomplished.
c) Punctuality: The capacity to finish assignments within the designated timeframe.
d) Committed: The degree of commitment and faithfulness exhibited while fulfilling designated duties.

Transformational Leadership

Leadership according to [26] stated that an activity to affect citizen to be directed to achieve an organization's goals. Besides, [27] defined leadership is as a process that influences a group's activities organized towards achieving goals.

Transformational leadership according to Kottler and Pankowski cited in [28] is defined as a process of inspiring change and empowering subordinates to achieve high goals, to upgrade and improve organizational processes. Transformational leadership dimension according to [29] is:

a) Increase self-confidence: The leader fosters a feeling of confidence and trust in the abilities of their team members.
b) Vision implementation: The leader strives to transform the organizational vision into practical plans and strategies.

c) Comfortable working with subordinates: The leader cultivates a favorable and supportive environment for cooperation and team efforts.
d) Upgrade self-potential: The leader backs and motivates the enhancement of the skills and capabilities of their team members.
e) Motivate subordinates: The leader motivates and invigorates their team members to deliver their optimal performance.
f) Personal attention: The leader demonstrates authentic care and personalized focus on the requirements and welfare of their team members.
g) Encourage subordinates: The leader stimulates and authorizes their team members to assume responsibility and take independent initiative in their tasks.

Organizational Citizenships Behavior (OCB)

[30] opined that Organizational Citizen Behavior (OCB) is voluntary behavior from a worker in order to want to do task or job outside responsibility and obligation for organizational progress and profit. Another opinion is stated by [31], they said that Organizational Citizenship Behavior (OCB) is as voluntary behavior, behavior outweighs the task demands that contribute to organizational success. According to [32] defined Organizational Citizenship Behavior (OCB) as an optional behavior that is not part of an employee's formal work obligation, yet that supports organization function effectively. OCB indicators [33] are stated as follows:

a) Altruism: Providing aid and support to colleagues or coworkers without seeking immediate compensation or reciprocation.
b) Courtesy: Exhibiting politeness, thoughtfulness, and displaying courteous behavior towards colleagues in the workplace.
c) Sportsmanship: Displaying a constructive mindset and addressing workplace difficulties or disagreements with composure and maturity.
d) Civic Virtue: Engaging proactively in the organization's initiatives and acting as a responsible member of the organizational community.
e) Conscientiousness: Exhibiting diligence, accountability, and proactively taking the initiative to complete tasks that go beyond the anticipated requirements.

Employee Engagement

Employee Engagement according to [34] as cited by [35] is to what extent someone commits, dedicates, and be loyal to organization, superior, job, and con-worker. [36] defined employee engagement is a form of positive mind condition and commitment to be able to provide the contribution for company, both cognitively and physically, so the employees feel the existence of meaningfulness in carrying out work activities. While, Robinson, D, Perryman, S, Hayday, (2004) as cited by [37] defined employee engagement as employee positive behavior to the

organization and organization value. The indicators from Employee Engagement [38] as cited by [39], are:

a) Spirit: This refers to the level of enthusiasm, energy, and inspiration an employee brings to their work. When employees have a high level of spirit, they approach their tasks with passion and excitement. They are eager to contribute, take on challenges, and feel a sense of pride in their work.
b) Dedication: Dedication refers to the sense of significance and pride an employee feels in their job. Dedicated employees are committed to their work and the organization's goals. They are willing to invest time and effort to achieve these goals, often going the extra mile to ensure their work is of high quality and contributes to the organization's success.
c) Absorption: Absorption involves being deeply engrossed and fully focused on one's work tasks. Employees who experience high levels of absorption are so immersed in their work that they lose track of time and become fully engaged in what they are doing. This state of flow leads to increased productivity and a sense of accomplishment.

Productivity

Sasuwe cited in [40] technically defied productivity as a comparison between the result achieved (output) and overall required resources (input). Productivity has a meaning that is a comparison between the result achieved and the role of union time. While [41] opined Work Productivity is a mental attitude. The mental attitude that is always seeking for improvements to what already exists. A belief that someone can do job better than yesterday and tomorrow is better than today. [42] assumed that productivity is a comparison between output (result) and input if productivity increases, the efficiency will increase (time-material-energy) and working system, production technique, and the existence of upgrading skills form the workforce. Based on the experts' definition, the writer has concluded that productivity is a mental attitude of employee which reflects his ability in completing the jobs and the results obtained are based on the resources used. According to [43] productivity can be measured by several factors, those are:

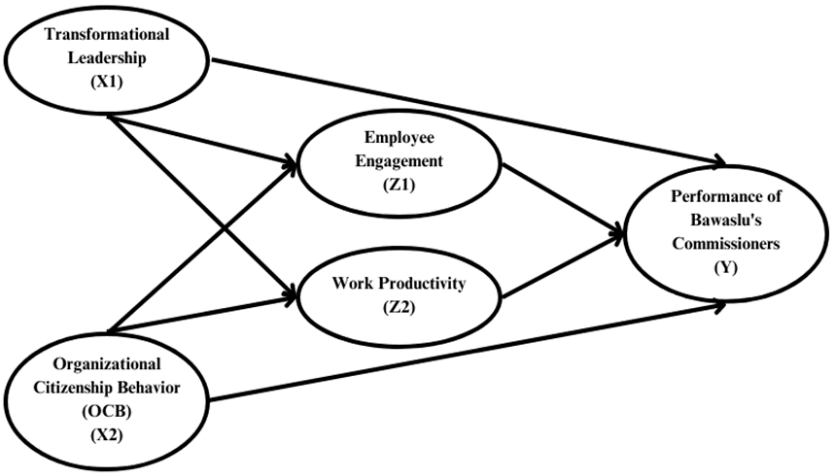
a) Knowledge: Knowledge refers to the information, facts, and understanding that employees possess about their job, tasks, and the industry they work in. Knowledgeable employees are aware of best practices, industry trends, and the ins and outs of their responsibilities. This knowledge enables them to make informed decisions, solve problems efficiently, and contribute effectively to the organization's goals.
b) Skill: Skill relates to the ability and expertise that employees possess to perform their tasks successfully. Skilled employees have the necessary proficiency to complete their assignments competently and with a high level of quality. These skills can include technical skills specific to the job, as well as soft skills such as communication, problem-solving, and teamwork.

c) Capability: Capability encompasses a broader range of attributes that enable employees to adapt, learn, and excel in various situations. It goes beyond specific skills and knowledge and includes qualities such as adaptability, creativity, and resilience. Employees with strong capabilities are better equipped to handle changes, new challenges, and unexpected circumstances.

d) Attitude: Attitude refers to the mindset, outlook, and disposition that employees bring to their work. A positive attitude can significantly impact productivity. Employees with a positive attitude are more motivated, engaged, and cooperative. They approach their tasks with enthusiasm, are open to learning, and are more likely to contribute positively to the work environment.

3. Method

The method used in this research is quantitative with research type of explanatory research which has a goal to learn about cause-effect between some phenomenon (Pawar, 2020). The population in this research is 176 (one hundred seventy-six) Bawaslu Commissioners of Districts and Cities in East Java. The sample obtained is 65 (sixty-five) Bawaslu Commissioners of Districts and Cities in East Java by Slovin formula in category of nonprobability sampling by using purposive sampling technique. In collecting data, it used questionnaire by using primer data and four-points Likert-scale ranging. Below is Research Conceptual Framework:



Picture 1. Conceptual Framework

H1 : Transformational Leadership – Bawaslu Commissioners Performance;

H2 : OCB – Bawaslu Commissioners Performance;

H3 : Transformational Leadership – Employee Engagement;

H4 : OCB – Employee Engagement;

H5 : Transformational Leadership – Work Productivity;
H6 : OCB – Work Productivity;
H7 : Employee Engagement – Bawaslu Commissioners Performance;
H8 : Work Productivity – Bawaslu Commissioners Performance;
H9 : Transformational Leadership – Employee Engagement – Bawaslu Commissioners Performance;
H10 : OCB – Employee Engagement – Bawaslu Commissioners Performance;
H11 : Transformational Leadership – Work Productivity – Bawaslu Commissioners Performance;
H12 : OCB – Work Productivity – Bawaslu Commissioners Performance.

Based on the research conceptual framework above, the hypothesis development in this study are as follows:

1. There is an effect of Transformational Leadership on Bawaslu Commissioners Performance in Districts and Cities of East Java.
2. There is an effect of Organizational Citizenship Behavior (OCB) on Commissioners Performance.
3. There is an effect of Transformational Leadership on Commissioners Employee Engagement.
4. There is an effect Organizational Citizenship Behavior (OCB) on Commissioners Employee Engagement.
5. There is an effect of Employee Engagement on Commissioners Performance.
6. There is an effect of Transformational Leadership on Commissioners Performance through Commissioners Employee Engagement.
7. There is an effect of Organizational Citizenship Behavior (OCB) on Commissioners Performance through Commissioners Employee Engagement.
8. There is an effect of Transformational Leadership on Commissioners Work Productivity.
9. There is an effect of Organizational Citizenship Behavior (OCB) on Commissioners Work Productivity.
10. There is an effect of Work Productivity on Commissioners Performance.
11. There is an effect of Transformational Leadership on Performance through Commissioners Work Productivity.
12. There is an effect of Organizational Citizenship Behavior (OCB) on Performance through the Commissioner's Work Productivity.

4. Result and Discussion

The validity testing measures whether the variables stated in the questionnaire valid or not. The instrument has been tested to 65 (sixty-five) respondents, and the results on all statement items on variables of Leadership, Organizational Citizenship Behavior OCB, Job Satisfaction, Productivity, and Performance in the questionnaire are valid. The reliability test is used to know the consistence of the research instrument if it is used to measure many times. Here is the table of validity and reliability test results:

Table 1. Validity and Reliability Test Result

	r count	Significance	Note	Cronbach	Note
X1.1	0.577	0,00	Valid	0.647	Reliable
X1.2	0.366	0,00	Valid	0.647	Reliable
X1.3	0.741	0,01	Valid	0.647	Reliable
X1.4	0.614	0,00	Valid	0.647	Reliable
X2.1	0.802	0.000	Valid	0.633	Reliable
X2.2	0.788	0.000	Valid	0.633	Reliable
X2.3	0.445	0.000	Valid	0.633	Reliable
X2.4	0.530	0.000	Valid	0.633	Reliable
X2.5	0.599	0.000	Valid	0.633	Reliable
Z1.1	0.341	0.000	Valid	0.740	Reliable
Z1.2	0.651	0.000	Valid	0.740	Reliable
Z1.3	0.568	0.000	Valid	0.740	Reliable
Z1.4	0.303	0.014	Valid	0.740	Reliable
Z1.5	0.619	0.000	Valid	0.740	Reliable
Z1.6	0.540	0.000	Valid	0.740	Reliable
Z2.1	0.259	0,037	Valid	0.826	Reliable
Z2.2	0.627	0,000	Valid	0.826	Reliable
Z2.3	0.742	0,000	Valid	0.826	Reliable
Z2.4	0.532	0,000	Valid	0.826	Reliable
Y.1	0.456	0.000	Valid	0.794	Reliable
Y.2	0.534	0.000	Valid	0.794	Reliable
Y.3	0.577	0.000	Valid	0.794	Reliable
Y.4	0.446	0.000	Valid	0.794	Reliable
Y.5	0.497	0.000	Valid	0.794	Reliable

Source: Processed Primary Data (2023)

Based on the table above, it can be seen that every question on all variables of Leadership, Transformational, Organizational Citizenship Behavior (OCB), Employee Engagement, Productivity, and Performance are significant. It is shown by the significance value is less than 0.05, so every question asked is valid in measuring all those variables. Besides, Cronbach value α

is bigger than 0.06, so the question is reliable, which meant this question gets the consistence result or same when the sampling is taken repeatedly.

Table 2. Coefficients Dependent Variable Performance of The Board of Commissioners

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	(Constant)	1.470	1.366		1.076	.286
	Transformational leadership	.310	.113	.285	2.749	.008
	OCB	.155	.067	.216	2.323	.024
	Employee Engagement	.044	.071	.059	.620	.538
	Work Productivity	.529	.161	.418	3.286	.002

a. Dependent Variable: Commissioner Performance
Source: Processed primary data (2023)

Based on the table 2 above, it can be said that there are three significance independent variables with a significance level of 5% or u α = 0.05, this can be seen from the significance level column.

The Effect of Transformational Leadership on Performance

The data finding states that there is significant effect between variable of transformational leadership and Bawaslu commissioners' Performance, that is 0.285 or 28.5% which means transformational leadership significantly affects to Bawaslu commissioners' performance by 28.5 %. This can be seen from the significance value which is 0.008 or less than 0.05%. This study confirms that it supports the previous studies conducted by [44] and [16] which get the result that Transformational Leadership affects significantly on Employee Performance.

The Effect of Organizational Citizenship Behavior (OCB) on Performance

There is an effect of the Organizational Citizenship Behavior (OCB) variable on the Bawaslu commissioners' Performance variable that is 0.216 or 21.6% which means Organizational Citizenship Behavior (OCB) significantly affects significantly on Bawaslu Commissioners' Performance which is 21.6%. This can be seen from a significance value of 0.024 or less than 0.05. The studies from [45] aimed to know how the effect of Work Productivity and work motivation on employee performance.

Table 3. Coefficients Dependent Variable Employee Engagement

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.776	2.289		3.396	.001
	Transformational Leadership	.409	.166	.283	2.468	.016
	OCB	.322	.109	.339	2.956	.004

a. Dependent Variable: Employee Engagement
Source: Processed Primary Data (2023)

The Effect of Transformational Leadership on Employee Engagement

There is a significant effect between the variable of Transformational Leadership and Employee Engagement which is 0.283 or 28.3%. It means that Transformational Leadership influences significantly to Employee Engagement that is 28.3%. This can be seen from the significance value which is 0.05. It can also be said that when Transformational Leadership is high, so the variable of Employee Engagement is also higher, and vice versa. This study is supported by [46] that stated that Transformational Leadership affects positively on Employee Engagement. The employees which have high Employee Engagement on their job are signed by great concern on their duties, there is a psychological feeling on tasks or jobs that the employees do and a strong belief on their capability to complete the jobs.

The Effect on Organizational Citizenship Behavior (OCB) to Employee Engagement

There is a significance effect on variable of Organizational Citizenship Behavior (OCB) to Employee Engagement that is 0.339 or 33.9% which means Organizational Citizenship Behavior (OCB) affects significantly on Employee Engagement 33.9%. This can be seen form the significance value which is 0.004 or less than 0.05. This research result supports the previous study from [47] that stated that Organizational Citizenship Behavior (OCB) influences significantly on Employee Engagement.

Table 4. Coefficients Dependent Variable Work Productivity

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.743	1.016		3.684	.000
	Transformational Leadership	.481	.074	.558	6.537	.000
	OCB	.218	.048	.386	4.522	.000

a. Dependent Variable: Work Productivity
Source: Processed Primary Data (2023)

The Effect of Transformational Leadership on Productivity

There is a significance effect on Transformational Leadership variable on Work Productivity variable that is 0.558 or 55.8% which means Transformational Leadership affects significantly to Work Productivity that is 55.8%. This can be seen from the significance value of 0.000 or less than 0.05. This study result supports previous study from [48] that get the result of Transformational Leadership influences significantly to Productivity.

The Effect of Organizational Citizenship Behavior (OCB) on Productivity

There is a significant effect of the Organizational Citizenship Behavior (OCB) variable to Work Productivity variable that is 0.386 or 38.6% which means Organizational Citizenship Behavior (OCB) affects significantly on Productivity that is 38.6%. This can be seen from the significance value which is 0.000 or less than 0.05. A similar research was also conducted by [49]which get the result that Organizational Citizenship Behavior (OCB) (X1) has the impact to Employee Work Productivity (Y).

Table 5. Coefficients Dependent Variable Performance of The Board of Commissioners

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.470	1.366		1.076	.286
	Employee Engagement	.044	.071	.059	.620	.538
	Work Productivity	.529	.161	.418	3.286	.002

a. Dependent Variable: Commissioner Performance
Source: Processed Primary Data (2023)

The Effect of Employee Engagement to Commissioners' Performance

There is an insignificant effect between variable of Employee Engagement to Bawaslu commissioners' Performance which shown by the parameter significance value of 0.538 or more than 0.05. This result of study supports the previous studies conducted by [50], [51] and the result is Employee Engagement affects significantly on Employee Performance. Different from research by [52], this result shows that Employee Engagement does not affect significantly to Employee Performance.

The Effect of Work Productivity to Commissioners' Performance

There is a significant effect between Work Productivity and Bawaslu Commissioners' Performance variable is 0.418 or 41.8% which means Work Productivity significantly affects to Bawaslu Commissioner' Performance that is 41.8%. This can be seen from the significance value that is 0.002 or less than 0.05. From the previous study by [53], the data tested is known that t count value on the Work Productivity variable (X1) on Employee Performance (Y1).

Table 6.

Variable	Direct Influence	Indirect Influence Stage 1	Indirect Influence Stage 2	Total Impact
Transformational Leadership (X1) on the Performance of Bawaslu Commissioners (Y)	0.285 (sig)	0.283x0.059= 0.017 (through Z1) (not significant)	0.558x0.418= 0.233 (through Z2) (significant)	0.535
OCB (X2) on Commissioner Performance (Y)	0.216 (sig)	0.339x0.059= 0.020 (through Z1) (not significant)	0.386x0.418= 0.161 (through Z2) (significant)	0.397
Employee Engagement (Z1) on Commissioner Performance (Y)	0.059 (not significant)	-	-	0.059
Work Productivity (Z2) on Commissioner Performance (Y)	0.418 (sig)	-	-	0.418
Transformational leadership (X1) towards Employee Engagement (Z1)	0.283 (sig)	-	-	0.283
OCB (X2) to Employee Engagement (Z1)	0.339 (sig)	-	-	0.339
Transformational Leadership (X1) on Work Productivity (Z2)	0.558 (sig)	-	-	0.558
OCB (X2) to Work Productivity (Z2)	0.386 (sig)	-	-	0.386

Source: Processed Primary Data (2023)

The Effect of Transformation Leadership to Performance through Employee Engagement

Based on table 6 above, it can be seen that there is an indirect impact significantly between Transformational Leadership (X1) and Bawaslu Commissioners' Performance (Y) through Employee Engagement (Z1) which has an insignificance value of 0.017. Though Transformational Leadership has significance effect directly to Bawaslu commissioners' performance, but through Employee Engagement, Transformational Leadership does not affect to Bawaslu Commissioners' Performance of Districts and Cities in East Java. At this variable, there is no any previous study yet that supports both variables.

The Effect of Organizational Citizenship Behavior (OCB) to Performance through Employee Engagement

Based on table 6 above, it can be seen that there is a significance indirect effect between OCB (X2) and Bawaslu Commissioners' Performance (Y) through Employee Engagement (Z1) which has an insignificance value of 0.020. It means that organizational Citizenship Behavior (OCB) does not affect significantly to Performance through Employee Engagement.

The Effect of Transformational Leadership to Performance Through Productivity

Based on table 6 above, it is known that there is a significant indirect effect between Transformational Leadership (X1) and Bawaslu Commissioners' Performance (Y) through Work Productivity (Z2) that is 0.233, so the total effect X1 to Y becomes 0.535. At this variable, there is no any previous study yet that supports the three variables.

The Effect of Organizational Citizenship Behavior (OCB) to Performance Through Productivity

Based on table 6 above, it can be seen that there is the significant indirect effect between Organizational Citizenship Behavior (OCB) (X2) and Bawaslu Commissioners' Performance (Y) and through Work Productivity (Z2) that is 0.161 so the total effect X1 to Y becomes 0.397. It means Organizational Citizenship Behavior (OCB) influences significantly to Bawaslu commissioners' Performance through Work Productivity. In the relationship between variables, there is no previous study yet that supports the three variables.

Based on the overall data explained above, it is known that variable of Transformational Leadership has a total greatest effect to Work Productivity directly that is 55.8%, while Employee Engagement to Commissioners' Performance has the smallest effect and is not significance that is 5.9%.

5. Conclusion

Based on the findings about Employee Engagement and Productivity Mediate Transformational Leadership and OCB on Bawaslu Commissioners Performance, it can be concluded as follows: the variable of Transformational Leadership affects significantly to Bawaslu Commissioners' Performance of Districts and Cities in East Java; Organizational Citizenship Behavior (OCB) affects significantly to Bawaslu Commissioners' Performance of Districts and Cities in East Java; Transformational Leadership affects significantly to Employee Engagement; Organizational Citizenship Behavior (OCB) affects significantly to Employee Engagement of Bawaslu of Districts and Cities in East Java; Transformational Leadership affects significantly to Bawaslu Commissioners' Performance of Districts and Cities in East Java; Organizational Citizenship Behavior (OCB) affects significantly to Bawaslu Commissioners' Performance of Districts and Cities in East Java; Employee Engagement does not affect significantly to Bawaslu Commissioners' Performance of Districts and Cities in East Java; Work Productivity affects significantly to Bawaslu Commissioners' Performance of Districts and Cities

in East Java; Transformational Leadership does not affect significantly to Commissioners' Performance through Employee Engagement of Bawaslu of Districts and Cities in East Java; Organizational Citizenship Behavior (OCB) does not affect significantly to Commissioners' Performance through Employee Engagement of Bawaslu of Districts and Cities in East Java; Transformational Leadership affects significantly to Performance through Work Productivity of Bawaslu Commissioners of Districts and Cities in East Java; and Organizational Citizenship Behavior (OCB) affects significantly to Performance through Work Productivity of Bawaslu commissioners of Districts and Cities in East Java.

Limitation and Further Research

The limitation of this study is in the collecting data, the method used is by spreading the link of Google Form (as a form of questionnaire) sent by using the WhatsApp application, so it is unknown the condition of the respondents in filling in the questionnaire and whether the respondents understand about the questions asked by the researcher. It is expected that further researchers to enrich the references about the performance of human resources in organizations. The research conducted by the researcher is only limited to performance by using the variable of Transformational Leadership, Organizational Citizenship Behavior (OCB), as its intervening of Employee Engagement and Productivity that affect to Commissioners' Performance. Therefore, it is suggested for further researchers to use or add other variables.

Conflicts of Interest: The authors declare that there are no conflicts of interest regarding the publication of this paper.

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