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**THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, TRUST,  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) ON THE  
PERFORMANCE OF STATE CIVIL APPARATUS (ASN) GOVERNMENT  
OFFICES**

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**Abstract**

The purpose of this research is to prove and analyze the Effect of Transformational Leadership, Trust on Organizational Citizenship Behavior (OCB) in Government Offices of State Civil Apparatus, The Effect of Transformational Leadership, Trust on the Performance of State Civil Apparatuses of Government Offices, and the Effect of Organizational Citizenship Behavior (OCB) on the Performance of State Civil Apparatus in Government Offices. The sample in this study was 121 State Civil Apparatus (ASN) in 5 fields and 1 Secretariat in Government Offices. The data collection method used a survey technique with an online questionnaire as an instrument and the research model was tested using the SEM-PLS (Structural Equation Modeling-Partial Least Square) model using WrapPLS 6.0 software. The results of this study indicate that Transformational Leadership has a significant effect on Organizational Citizenship Behavior (OCB), Trust has a significant effect on Organizational Citizenship Behavior (OCB), Transformational Leadership has a significant effect on Performance, Trust has a significant effect on the Performance of State Civil Apparatus, Organizational Citizenship Behavior (OCB) significant effect on the Performance of the State Civil Apparatus.

**Keywords:** Organizational Behavior, Transformational Leadership, Trust, Organizational Citizenship Behavior (OCB), State Civil Apparatus Performance (ASN), Government Office.

**Introduction**

Human resource management is essentially an effort to integrate the needs of personnel with the goals of the organization so that individuals can satisfy their own needs even though they are working for organizational goals. The pattern of employee interaction in the organization is formed from the basic behavior of each individual in it. Therefore, the behavior of employees as individuals and as social beings must be managed within the organization. According to Stephen Robbins (2002:10) organizational behavior is a field of study that investigates the impact of individuals, groups and structures on behavior in organizations with the aim of applying knowledge about these matters in order to improve effectiveness in an organization.

In modern era there are various forms of leadership, but the form of leadership that is believed to be able to balance the mindset and reflection of the new paradigm in the flow of globalization is formulated as transformational leadership. Transformational leadership involves a more intense relationship between the leader and his employees. This more intense relationship is a relationship that can influence employee behavior so that they want to carry out orders happily without any coercion. Transformational leadership shows leaders who give individual attention by giving tasks that are in accordance with the abilities of employees, and are able to apply

intellectual stimulation to their employees. Transformational leaders pay attention to the self-development needs of their followers, guide their subordinates to see and solve problems with new perspectives, and are able to motivate followers to achieve common goals by working harder (Robbins and Judge, 2013: 382).

Situational approaches such as the example above are the relationship between leaders and followers. The essence of the relationship is the interaction between individuals with different motivations and power potentials, including skills, beliefs, in order to achieve common goals. According to Von Krogh (2006:79) trust and openness in organizational culture encourage a variety of knowledge among employees and trustworthy behavior can increase the speed of communication by giving authority to colleagues in various problems and personal knowledge more freely. Trust is important because it helps manage complexity, helps develop capacity for action, enhances collaboration and enhances organizational learning capabilities. Trust is a person's willingness to rely on others in whom we have faith. Without trust as the core of every human relationship, a boss will not be able to complete the tasks assigned to him properly. To gain the trust of his subordinates, a superior must be competent in his work, be reliable by his subordinates, be open and care about his subordinates.

Organizations that want to achieve success, need employees who are willing to do jobs other than their formal duties and are willing to give the best performance beyond the organization's expectations. In this dynamic world of work, where tasks are increasingly being done in a team, flexibility is very important. Turnely and Blood good (2002: 505) suggest that organizations will function more effectively if employees make contributions that exceed their formal duties.

Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the demands of the role at work and is rewarded by the acquisition of task performance. Organizational Citizenship Behavior (OCB) includes several behaviors such as helping others, volunteering for extra tasks, obeying workplace rules and procedures and so on. Various facts show that organizations with employees who have high Organizational Citizenship Behavior (OCB) will have better performance than other organizations (Robbins and Judge 2008:40).

Assessing the quality of the State Civil Apparatus (ASN) in a Regional Apparatus Organization can be measured from the performance of the apparatus. The performance of Civil Servants according to Government Regulation of the Republic of Indonesia number 30 of 2019 concerning Performance Assessment of Civil Servants is the work achieved by each ASN in the organization/unit in accordance with the SKP and Work Behavior. Performance is an optimal achievement in accordance with the potential of an employee is something that has always been the concern of organizational leaders. This performance describes the extent to which a person's activities in carrying out tasks and trying to achieve the goals set. Performance can be a means for an agency to measure the ability and quality of employees in an agency, so that employee performance is important

## **Literature Review**

### *Organizational behavior*

Organizational Behavior is a field of study that studies the impact of individuals, groups and structures on behavior in organizations with the aim of applying this knowledge to improve organizational effectiveness. Robbins (2006:10) argues that organizational behavior is one of the

fields of study that studies the determinants of organizational behavior related to what people do in organizations and how these behaviors affect organizational performance. Organizational behavior emphasizes behavior related to work, absenteeism, employee resignation, productivity, performance and management.

Luthans (2006:112), says organizational behavior as an understanding of prediction and management of human behavior in organizations. Kreitner and Kinicki (2003:76), define organizational behavior as an interdisciplinary field that is used to better understand and manage people in the workplace.

### *Transformational leadership*

Transformational leadership is a leadership style that seeks to transform the values adopted by subordinates to support the vision and goals of the organization. Through transformation, these values are expected to have a good relationship between members of the organization so that a climate of mutual trust can be built among members of the organization. According to Luthans (2006:653), transformational leadership is a leadership approach that seeks to change awareness, raise enthusiasm and inspire subordinates or members of the organization to bring up extra effort to achieve organizational goals without feeling pressured or pressured.

According to Bass et al, (2003:208), the development of transformational leadership is described in four indicators, namely:

#### 1. Idealized Influence

Influence idealization is behavior that results in high standards of behavior, provides insight and awareness of the vision, demonstrates confidence, generates respect, pride and trust, fosters commitment and performance beyond expectations, and enforces ethical moral behavior.

#### 2. Inspirational Motivation

Inspirational motivation is an attitude that always raises challenges, is able to achieve high expectations, is able to arouse enthusiasm and motivation in others, and encourages intuition and kindness in others.

#### 3. Individualized Consideration

Individual consideration is behavior that always listens with care and gives special attention, support, enthusiasm, and effort to the achievement and growth needs of its members.

#### 4. Intellectual Stimulation

Intellectual stimulation is the process of increasing understanding and stimulating the emergence of new perspectives in seeing problems, thinking, and imagining, as well as in establishing belief values.

### *Trust*

Mahdi (2008:160) states, trust in superiors is the attitude of no hesitation from an employee to his superiors over the policies carried out by the superior. Robbins and Judge (2013:388) state, trust is the main attribute associated with leadership, ignoring it can cause serious side effects on group performance.

Trust is conceptualized in various ways related to situations involving personal conflict. Unclear results and troubleshooting. Trust has three main constituents, namely: fairness, confidence, and

risk taking. Trust can also be interpreted as a desire to depend on another party and the expectation that the other party will reciprocate if the party cooperates. By Misra, trust is defined as the willingness of one party to be open to a second party based on the belief that the second party fulfills the following characteristics Nyhan, (2000:89):

- a. Competent
- b. Open
- c. Care
- d. Reliable

#### *Organizational Citizenship Behavior (OCB)*

According to M. Ristiana (2013: 57) Organizational Citizenship Behavior (OCB) is an attitude of employee behavior that is carried out voluntarily, sincerely, happily without having to be ordered and controlled by the company. Given the many unwanted obstacles in the organization, OCB behavior can minimize the decline in company performance. According to Organ, (1988:4), the formal definition of Organizational Citizenship Behavior (OCB) is individual behavior based on personal judgment, not directly or explicitly recognized by the formal reward system and overall encouraging the effective functioning of the organization. This behavior is not driven by the contractual terms of the employee but rather a matter of personal preference where it is generally understood that if you do not do it, you will not be penalized. Although not directly or formally compensated by the reward system, the organization will not necessarily limit the Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) in the long term, it is very possible to influence the assessment made by managers of their employees. This assessment is indirectly part of determining the value of compensation to be received by employees. The essence of the concept of Organizational Citizenship Behavior (OCB) is that such behavior is not contractually guaranteed to be rewarded.

The concept of Organizational Citizenship Behavior (OCB) which was introduced by Organ, Podsakoff and MacKenzie (2006:251) was then developed by identifying five main dimensions, namely:

1. Altruism, namely the behavior of helping other employees without any coercion on tasks that are closely related to organizational operations.
2. Conscientiousness, contains the performance of the prerequisite roles that exceed the minimum standards.
3. Sportsmanship contains taboos on making damaging issues even though they feel irritated.
4. Courtesy is behavior that alleviates work-related problems faced by other people.
5. Civiv Virtue, showing voluntary participation and support for organizational functions both professionally and socially.

#### *Performance*

Performance according to Mangkunegara (2010:62) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance appraisal is a very influential tool for evaluating employee work and can even motivate and develop employees. Dessler (2009:24) argues that employee performance is the actual achievement of the employee compared to the expected performance of the employee.

Expected work performance is standard performance that is compiled as a reference so that employees can see the performance of employees according to their position compared to the standards made. In addition, it can also be seen the performance of the employee against other employees.

According to Mathis and Jackson (2001:78) employee performance is influencing how much contribution to the organization, including:

1. Working Quantity

This standard is carried out by comparing the amount of work volume that should be (standard work norms) with actual capabilities.

2. Quality of Work

This standard emphasizes the quality of the work produced compared to the volume of work.

3. Time Utilization

That is the use of working period that is adjusted to company policy.

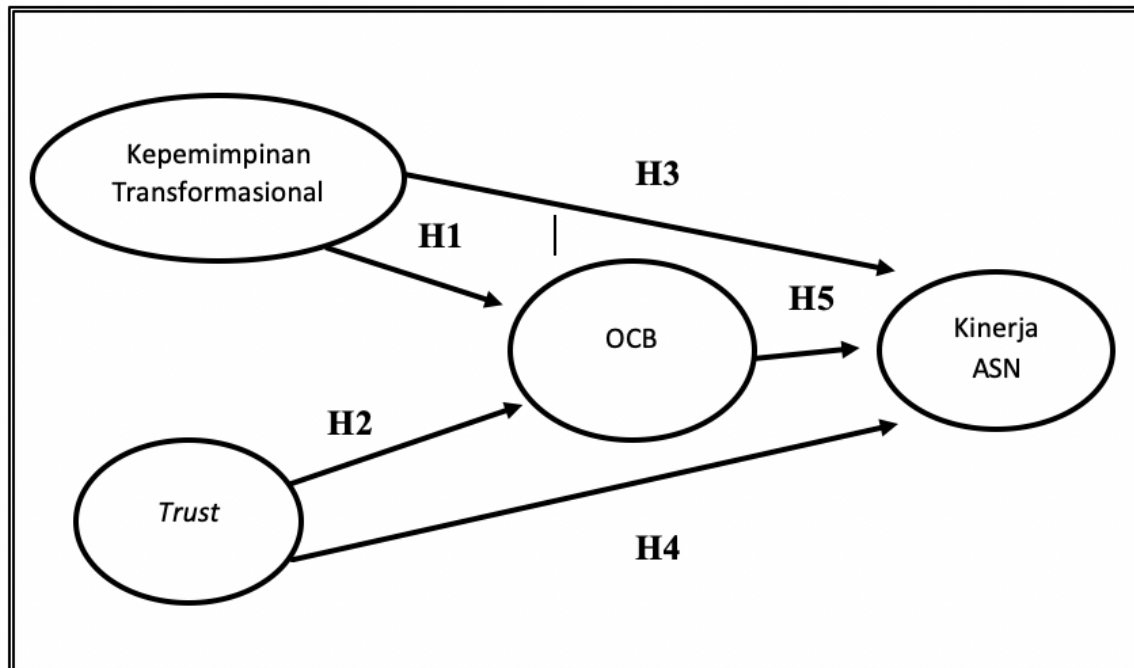
4. Attendance Rate

The assumption used in this standard is that if the employee's attendance is below the work standard, the employee will not be able to make an optimal contribution to the company.

5. Cooperation

The involvement of all employees in achieving the set targets will affect the success of the supervised section. Cooperation between employees can be improved if the leadership is able to motivate employees well.

Fig.1. Conceptual Framework



### **Research Hypothesis**

Based on the conceptual framework, and based on the objectives of this study, the following hypotheses were proposed:

1. Transformational Leadership has a significant effect on Organizational Citizenship Behavior (OCB) in Government Offices of State Civil Apparatus (ASN).
2. Trust has a significant effect on Organizational Citizenship Behavior (OCB) in the Government Office State Civil Apparatus (ASN).
3. Transformational Leadership has a significant effect on the Performance of the State Civil Apparatus (ASN) in Government Offices.
4. Trust has a significant effect on the Performance of the State Civil Apparatus (ASN) in Government Offices.
5. Organizational Citizenship Behavior (OCB) has a significant effect on the Performance of State Civil Apparatus (ASN) in Government Offices.

### **Research Methods**

In this research, it is stated in a research plan with a quantitative approach. Starting from preparing the relationship model, indicators of the variables studied, determining the population and sampling used for sampling and the analysis model used, as well as reviewing the theory used to justify in the form of a conceptual framework or framework of thinking for this research.

The population in this study is the State Civil Apparatus (ASN) in 5 fields and 1 Secretariat in the Government Office, totaling 173 people. The sample in this study was taken by 121 State Civil Apparatus (ASN) which was carried out by proportional random sampling.

Data collection was carried out using an online questionnaire which was distributed to respondents according to the characteristics of the sample. After filling out the questionnaire, the respondent returns the completed questionnaire and then it will be selected. Only data from the questionnaire that has actually been filled out completely and in accordance with the filling instructions will be processed further. Furthermore, the results of the respondents' assessments were tabulated to then test the research model using the SEM-PLS (Structural Equation Modeling-Partial Least Square) model using WrapPLS 6.0 software developed by Ned Kock.

### **Analysis and Discussion**

#### *Respondent Description*

The following descriptive statistics describe the respondent's profile which consists of the gender (gender) of the respondent, the age of the respondent, the respondent's last education, and years of service. Respondents in this study were State Civil Apparatus (ASN) of Government Offices as many as 121 respondents.

**Table 1. Description of Respondents**

NO.	GENDER	TOTAL	PERCENTAGE
1.	Male	86 person	71 %
2.	Female	35 person	29 %
Total		121 person	100 %
NO.	AGE	TOTAL	PERCENTAGE
1.	< 26 Year	2 person	2 %
2.	26-35 Year	10 person	8 %
3.	36-45 Year	33 person	27 %
4.	46-55 Year	76 person	63 %
Total		121 person	100 %
NO.	EDUCATION	TOTAL	PERCENTAGE
1.	Elementary/Junior High School	5 person	4 %
2.	High School	34 person	28 %
3.	Diploma	3 person	2 %
4.	D4/S1	54 person	45 %
5.	S2/S3	25 person	21 %
Total		121 person	100 %
NO.	DURATION OF WORKING TIME	TOTAL	PERCENTAGE
1.	<5 Year	8 person	7 %
2.	6-10 Year	6 person	5 %
3.	11-15 Year	16 person	13 %
4.	16-20 Year	32 person	26 %
5.	>20 Year	59 person	49 %
Total		121 person	100 %

Based on table 1 above, it can be seen that the number of respondents of State Civil Apparatus (ASN) in Government Offices are 86 people (71%) and women are 35 people (29%). The number of respondents aged <26 years as many as 2 people (2%), respondents aged 26-35 years as many as 10 people (8%), respondents aged 36-45 years as many as 33 people (27%), respondents aged 46- 55 years as many as 76 people (63%). Furthermore, the number of respondents with elementary/junior high school education was 5 people (4%), respondents with high school education were 34 people (28%), respondents with diploma education were 3 people (2%), respondents with undergraduate education were 54 people (45% ) and Respondents with S2/S3 education as many as 25 people (21%). Furthermore, the number of respondents with a working period of <5 years was 8 people (7%), the number of respondents with a working period of 6-10 years was 6 people (5%), the number of respondents with a working period of 11-15 years was 16 people (13%), The number of respondents with a working period of 16-20 years were 32 people (26%) and the number of respondents with a working period of >20 years were 59 people (49%).

**Table 2. Results of Composite Reliability**

Variable	Composite Reliability	Conclusion
Transformational Leadership (X1)	0.917	Reliabel
Trust (X2)	0.891	Reliabel
Organizational Citizenship Behavior (OCB) (Z)	0.936	Reliabel
ASN Performance(Y)	0.911	Reliabel

Source: Results from WarpPLS 6.0

Based on Table 2 above, it can be seen that the composite reliability value for the variables of Transformational Leadership (X1) is 0.917, the Trust variable (X2) is 0.891, the Organizational Citizenship Behavior (OCB) (Z) variable is 0.936 and the ASN Performance variable (Y) of 0.911. All variables each have a composite reliability value of 0.7 so that it can be said to have met the reliable requirements.

**Table 3. Hypothesis Test and Path Coefficient**

	Information	Coefficient	P-Value	Ideal	Hasil
H1	Transformational Leadership (X1) → Organizational Citizenship Behavior (OCB) (Z)	0,294	0.001	< 0.05	Significant effect
H2	Trust (X2) → Organizational Citizenship Behavior (OCB) (Z)	0,342	0.001	<0.05	Significant effect
H3	Transformational Leadership (X1) → ASN Performance(Y)	0,127	0,04	<0.05	Significant effect
H4	Trust (X2) → ASN Performance (Y)	0,099	0,03	<0.05	Significant effect
H5	Organizational Citizenship Behavior (OCB) (Z) → ASN Performance (Y)	0,456	0.001	<0.05	Significant effect

Source: Results from WarpPLS 6.0

There are 5 hypotheses that have a positive effect on 5% alpha. The five hypotheses indicate that the Independent Variables: Transformational Leadership (X1) and Trust (X2) directly have a significant effect on the Dependent Variable: Performance of State Civil Apparatus (ASN) (Y). In the Intervening Variable: Organizational Citizenship Behavior (OCB) (Z1) has a role as a



bridge variable in its influence on the Dependent Variable: Performance of State Civil Apparatus (ASN) (Y). Based on the results listed in table 3, it is known that 5 hypotheses have a p-value of 0.05 so that it can be said to have a significant effect. The five hypotheses include:

1. Transformational Leadership (X1) on Organizational Citizenship Behavior (OCB) (Z) has a significant effect with a large effect of 0.294.
2. Trust (X2) on Organizational Citizenship Behavior (OCB) (Z) has a significant effect with a large effect of 0.342.
3. Transformational Leadership (X1) on ASN Performance (Y) has a significant effect with a large effect of 0.127.
4. Trust (X2) on the Performance of State Civil Apparatus ASN (Y) has a significant effect with a large effect of 0.099.
5. Organizational Citizenship Behavior (OCB) (Z) on the Performance of the State Civil Apparatus (ASN) (Y) has a significant effect with a large effect of 0.456.

## **Discussion**

### *1. Transformational Leadership (X1) on Organizational Citizenship Behavior (OCB) (Z)*

Based on the test results above which show that the Transformational Leadership Variable (X1) has a path coefficient value of 0.294 and a p-value of 0.001 so it can be decided to reject H<sub>0</sub> at 5% alpha or there is a positive influence of the Transformational Leadership Variable (X1) on the Organizational Citizenship Behavior (OCB) variable. (Z). Therefore, it can be said that Transformational Leadership has a significant effect on Organizational Citizenship Behavior (OCB) of State Civil Apparatus (ASN) in Government offices.

The attitude of the Head of Service who cares, respects, motivates, and inspires his employees makes the employees comfortable working at the Government Service, Mr. Head of Service does not hesitate to accompany him while talking with his employees who are working outside office hours and often come down directly to help solve problems faced by subordinates. It can be said that the better the transformational leadership, the better the OCB of its subordinates will be.

These results support research conducted by Lee Kim (2012) and research conducted by Winarto and Jon Henri Purba (2018) which gives the result that this transformational leadership style encourages employees to work beyond self-interest and the effect is that they are more enthusiastic, productive, hardworking and more committed to the organization.

### *2. Trust (X2) on Organizational Citizenship Behavior (OCB) (Z)*

Based on the test results above which show that the Trust Variable (X2) has a path coefficient value of 0.342 and a p-value of 0.001 so that it can be decided to reject H<sub>0</sub> at 5% alpha or there is a positive influence of the Trust Variable (X2) on Organizational Citizenship Behavior (OCB) Variables (Z). ). Therefore, it can be said that the Trust has a significant effect on the Organizational Citizenship Behavior (OCB) of the State Civil Apparatus (ASN) in Government Offices.

In practice at the Government Office, employees believe that a Head of Service has competence, integrity, attention to subordinates and behaves consistently, this can be seen from how a Head of Service always becomes a trusted person and always accompanies the Governor in running the government so that his subordinates participate. assist the role of the head of the agency by

fostering OCB behavior. When subordinates trust their superiors, they engage in high-quality interactions that cause employees to feel empowered and confident. This can increase feelings of loyalty to their leaders. As a result they will do more positive things at work including OCB.

This is in accordance with the research of Juniarta, Wardana, and Putra (2016) which aims to analyze the effect of transformational leadership on organizational citizenship behavior (OCB) by mediating trust in superiors and job satisfaction showing that trust in superiors and job satisfaction have a positive effect on Organizational Citizenship Behavior. (OCB) employees.

### *3. Transformational Leadership (X1) on ASN Performance (Y)*

Based on the test results above which show that the Transformational Leadership Variable (X1) has a path coefficient value of 0.127 and a p-value of 0.04 so it can be decided to reject H<sub>0</sub> at 5% alpha or there is a positive influence of the Transformational Leadership variable (X1) on the ASN Performance variable (Y). ). Therefore, it can be said that Transformational Leadership has a significant effect on the Performance of the State Civil Apparatus (ASN) of Government Offices.

In this case, the head of the Service provides ideal influence to subordinates through acting according to the vision and mission of the East Java government, through a system of meetings and discussions based on their respective duties and functions to better understand and discuss the work program problems of each field, provide direct instructions and directives. in completing tasks, providing support by always meeting staff in his workspace, and instilling pride that high performance can improve work abilities that affect self-improvement and work performance. In addition to providing ideal influence, quality leaders always provide inspirational motivation to their subordinates to improve HR performance. This is evidenced by the Evaluation Results of Performance Accountability of Government Agencies starting in 2016 getting a score of 85.65 (A), in 2017 getting a score of 86.17, in 2018 getting a score of 86.18 (A), in 2019 getting a value of 90.00 ( AA), and in 2020 got a score of 90.24 (AA). In 2020, these results show that they are satisfactory in leading change, high-performance and highly accountable levels of effectiveness and efficiency of budget use, as well as the quality of building a culture of bureaucratic performance and results-oriented government administration in Government Offices showing satisfactory results.

This is in accordance with research conducted by Nur, Murgiyanto, and Riyadi (2019) entitled The Effect of Transformational Leadership, Work Motivation on Organizational Commitment and Teacher Performance at Abdurrahman Wahid Lamongan Vocational School. banjarmadu has an effect on teacher performance.

### *4. Trust (X2) on ASN Performance (Y)*

Based on the test results above which show that the Trust Variable (X2) has a path coefficient value of 0.099 and a p-value of 0.03 so it can be decided to reject H<sub>0</sub> at 5% alpha or there is a positive influence of the Trust Variable (X2) on the ASN Performance Variable (Y). Therefore, it can be said that the Trust has a significant effect on the Performance of the State Civil Apparatus (ASN) of Government Offices.

This can be seen from the trust of the Government Office employees to the Head of the Service where the employees believe that every problem can be solved properly by the Head of Service

and provides the latest out of the box solutions that make the employees amazed by the leader. So that the more qualified leadership competencies can improve the ability of employees to work on time, work according to procedures, complete tasks well and meet qualification standards so as to improve HR performance of their employees.

This is in accordance with the research of Yulianti, Wuryanti (2015), the results of the study show that there is a positive and significant influence between Trust in superiors on HR performance. This means that the higher the quality of the level of trust in superiors in the Environmental Cleanliness and Parks Agency (BLHKP), the Regional Education and Training Personnel Agency (BKPPD) and the Community Empowerment and Village Government Agency (BPMPD) of South Konawe Regency, the higher the HR performance will be.

#### *5. Organizational Citizenship Behavior (OCB) (Z) on ASN Performance (Y)*

Based on the test results above which show that the Organizational Citizenship Behavior (OCB) (Z) variable has a path coefficient value of 0.456 and a p-value of 0.001 so it can be decided to reject H<sub>0</sub> at 5% alpha or there is a positive influence on Organizational Citizenship Behavior (OCB) (Z) variables. on the ASN Performance Variable (Y). Therefore, it can be said that Organizational Citizenship Behavior (OCB) has a significant effect on the Performance of the State Civil Apparatus (ASN) in Government Offices.

Employees at Government Offices carry out work based on Employee Work Targets (SKP) that have been prepared at the beginning of the year, but in their daily life there are also many tasks given by the leadership that are not in the SKP Employees help each other and work together if there are tasks that are given that are general in nature that require input from other employees. This indicates that employees in Government Offices have a high awareness to do work with a sense of responsibility, and work together with each other by dividing tasks so that the initially heavy workload can become lighter.

This is in accordance with research conducted by Panji, Riyadi and Sumiati (2020) which gives the results that Organizational Citizenship Behavior (OCB) has a significant effect on the performance of organic employees at PT. Barata Indonesia (Persero). The better the organizational citizenship behavior, the better the performance of its employees. Another study also showed the same results, namely Yohanes, Siti Mujanah and Murgianto (2019) also revealing that OCB has a significant effect on employee performance.

### **Conclusions and Suggestions**

#### *Conclusion*

Based on the results of the study, the following conclusions can be drawn:

1. The Transformational Leadership Variable (X<sub>1</sub>) has a path coefficient value of 0.294 and a p-value of 0.001 so that the Transformational Leadership Variable (X<sub>1</sub>) has a significant effect on the Organizational Citizenship Behavior (OCB) Variable (Z) in the State Civil Apparatus (ASN) of Government Offices.
2. The Trust variable (X<sub>2</sub>) has a path coefficient value of 0.342 and a p-value of 0.001 so that the Trust Variable (X<sub>2</sub>) has a significant effect on the Organizational Citizenship Behavior (OCB) Variable (Z) in the Government Office State Civil Apparatus (ASN).

3. The Transformational Leadership Variable (X1) has a path coefficient value of 0.127 and a p-value of 0.04 so that the Transformational Leadership Variable (X1) has a significant effect on the Performance Variable of State Civil Apparatus (ASN) Government Offices (Y).
4. The Trust variable (X2) has a path coefficient value of 0.099 and a p-value of 0.03 so that the Trust Variable (X2) has a significant effect on the Performance Variable of State Civil Apparatus (ASN) Government Offices (Y).
5. Variable Organizational Citizenship Behavior (OCB) (Z) has a path coefficient value of 0.456 and p-value 0.001 so that the Variable Organizational Citizenship Behavior (OCB) (Z) has a significant effect on the Variable Performance of State Civil Apparatus (ASN) Government Offices (Y).

### *Suggestion*

Based on the conclusions described above, several suggestions can be made based on the research findings as follows:

1. For further research can add other factors that can also affect employee performance either directly or indirectly, for example, namely organizational climate variables, motivation and job satisfaction
2. For other researchers who want to conduct similar research in order to seek a wider scope of research objects. For example, researchers involve all employees of the State Civil Apparatus (ASN) outside Siwalankerto, so they are expected to provide more comprehensive research results.

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