

Towards The Best Transformational Leadership Model for Organizational Citizenship Behavior through Organizational Commitment and Job Satisfaction

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ABSTRACT: Carrying out a number of tasks within the company and to be able to compete with competitors, human resources are not enough to just carry out their respective duties in accordance with their respective job descriptions, but must have extra-role behavior that can have a positive influence on the existence of the organization. This research aims to analyze the influence of Transformational Leadership on Organizational Citizenship Behavior (OCB) which is mediated on Organizational Commitment and Job Satisfaction. Research Design: using a saturated sample of 50 employees, analysis was carried out quantitatively using a questionnaire collection method. The analytical method used is the Structural Equation Model (SEM) and Smart-PLS as the analysis tool. This research proves that Transformational Leadership has a significant positive effect on Organizational Citizenship Behavior. Transformational Leadership has a significant positive effect on Organizational Commitment. Transformational Leadership has a significant positive effect on Job Satisfaction. Organizational Commitment has a significant positive effect on Organizational Citizenship Behavior. Job Satisfaction has no effect on Organizational Citizenship Behavior. Job satisfaction is unable to mediate the influence of Transformational Leadership on Organizational Citizenship Behavior. Organizational Commitment is able to partially mediate the influence of Transformational Leadership on Organizational Citizenship Behavior.

KEYWORDS: Transformational Leadership, Organizational Citizenship Behavior (OCB), Organizational Commitment, Job Satisfaction.

I. INTRODUCTION

Human resources are people in an organization to achieve organizational goals (Andayani & Soehari, 2019; Bentar et al., 2017; Soeltan & Hardianti, 2017). Human resources are one of the most important and inseparable factors in a company. Currently, new developments are being made which view employees not only as resources, but also as assets or capital for a company that must be managed and developed. Nowadays, in carrying out a number of tasks within a company and to be able to compete with competitors, it is not enough for human resources to only carry out their respective tasks according to the job description, but they must have extra-role behavior that can have a positive influence on the existence of the organization. Based on the results of interviews with Human Resource Development (HRD), there is a problem, namely that level of Organizational Citizenship Behavior (OCB) can be said to be quite low and organization really needs employees who have more roles outside of work so that they work more effectively to achieve organizational goals, but these have not yet been realized. This can be seen from the attitude of employees who only carry out their own duties and responsibilities without having the desire to help other colleagues who have more workload, and tend to work individually rather than working as a team. Some employees choose not to do anything during working hours and take breaks during working hours, and there are also some employees who arrive late. And based on the results of interviews with several employees, they revealed that they felt less than the appreciation given. company when seen from the workload borne by employees. Therefore, increasing employee OCB is important because it can increase productivity. Increasing OCB requires factors that influence it, including transformational leadership, job satisfaction and organizational commitment. (Darmanto & Ariyanti, 2021).

According to Guinot et al., 2016; Hutagalung et al., 2020, The existence of work discipline is an indicator of organizational commitment which is very important in an organization, because in a disciplined work atmosphere a company can carry out a plan or work program that has been planned well and on time. Work discipline will be closely related to the work regulations set by the company, some employees decide to

commit because they feel an obligation to remain in the company because they are needed. So this problem of organizational commitment is also a serious problem in the company. This problem is supported by attendance data where every month there are always many employees who arrive late every month, besides that the number of employee permits increases every month. This income instability occurs because employees tend to work personally or the level of employee job satisfaction is low. As a result, it reduces employee productivity, reduces collaboration between employees, causes poor company performance and results in a decrease in revenue. This is what caused researchers to conduct research, when employees in an organization have organizational citizenship behavior, they can control themselves and act appropriately for the interests and sustainability of the organization.

This research cites previous studies which provide mixed responses. One of them is research conducted by Juliana & S. Komalasari, 2022; Management et al., 2021; Metralisa & Astro, 2022; Larasati & Susilowati, 2021) which states directly that Transformational Leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB). Mohamad & Nawawi, 2020; Sidik et al., 2021; et al., 2017; Widayati et al., 2021; Soelton, M. 2023) states that Transformational Leadership has a negative impact on OCB. (Batool, 2013) states that transformational leadership has a positive and significant effect on organizational commitment. Research conducted by (Lukita, 2017) Transformational Leadership has a significant effect on Job Satisfaction. (Andayani & Soehari, 2019; Bentar et al., 2017; Darmanto & Ariyanti, 2021; Eni, 1967; Guinot et al., 2016; Hutagalung et al., 2020; Ningrum, 2019; Pérez, 2017; Pitaloka et al. , 2019;)

According to (Purnamasari, 2019; Riedel et al., 2019; Sidik et al., 2021; et al., 2017; Widayati et al., 2021; Kusumo & Afandi, 2020) Organizational commitment has a positive and significant effect on organizational citizenship behavior (OCB). According to (Mohamad & Nawawi, 2020; Mustikawati & Kurniawan, 2014; Charmiati & Surya, 2019) states that job satisfaction has a positive effect on OCB. According to (Juliana & S. Komalasari, 2022; Metralisa & Astro, 2022; Kusumo & Afandi, 2020) the transformational leadership variable has a significant influence on organizational citizenship behavior (OCB) through the organizational commitment variable as a mediating variable.

II. LITERATURE REVIEW

2.1 Organizational Citizenship Behavior (OCB)

Understanding according to (Robbins and Hakim, 2020) is chosen behavior that is not a formal work obligation but supports the effective functioning of the organization. This behavior is also called extra role behavior. According to (Robbins and Judge, 2008) in their book Organizational Citizenship Behavior defines OCB as chosen behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. (Khaola and Rambe, 2020) quote (Organ, 1988) who defines OCB as individual behavior that is not clearly explained by the formal reward system and can increase the effectiveness of organizational functioning. (Khaola and Rambe (2020) citing (Organ, et al, 2006) define OCB as individual behavior that is not influenced by formal rewards either directly or indirectly with the aim of achieving effective and efficient organizational functioning.

2.2 Transformational Leadership

Transformational leadership was proposed by Bass (1985) in his book Leadership and Performance Beyond Expectations. Bass's term transformational leadership explains leadership which means the process of influencing transformationally. In this research, Bass's transformational leadership theory is used. According to Bass, "transformational leaders, on the other hand, are those who stimulate and inspire followers to both achieve extraordinary outcomes and the process of developing their own leaderships capacity". (Bernard M. Bass & Ronald E. Riggio, 2006:3). Transformational leadership inspires followers to achieve extraordinary results and in the process develops their own leadership capacity. (Tichy and Devanna in (Yukl, 2006), where they provide data which states that transformational leadership carries out a transformation process in three stages, namely: the first is identifying the need for change in the organization, the second is the creation of a new vision and the last is institutionalizing change.

2.3 Organizational Commitment

(Allen & Meyer in (Robbin, 2012) stated that organizational commitment is a situation where a member sides with a particular organization and intends to maintain his membership in that organization. (Steers in (Mardiana and Syarif, 2018), explained that organizational commitment is the relative strength of an identification of individuals involved in an organization who present something other than loyalty to the organization and are willing to give something of themselves for the achievement of the organization.

2.4 Job Satisfaction

Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction according to the expectations that apply to him (Ramli & Soelton, 2019). (Luthans in (Kaswan, 2012) defines job satisfaction as including cognitive, affective and evaluative reactions or attitudes and states that job satisfaction is a happy emotional state or positive emotion that comes from assessing one's work or

work experience. (Badriyah, 2015) explains Job satisfaction is an employee's attitude or feelings towards pleasant or unpleasant aspects of work that are in accordance with each worker's assessment. And according to (Priansa, 2014), job satisfaction is one of the important things that individuals have at work Working individuals have different characteristics, so the level of job satisfaction is different and the level of job satisfaction can have different impacts. Based on the definition according to several experts, it can be concluded that job satisfaction is a person's response to their work, whether happy or not dissatisfaction as a result of employee interactions with their work environment as well as feelings towards co-workers, feelings towards gaining appreciation, feelings towards responsibility and feelings towards opportunities to develop a career.

2.5 Conceptual Framework

This model was made based on the review of the literature for this paper and is shown in Fig.

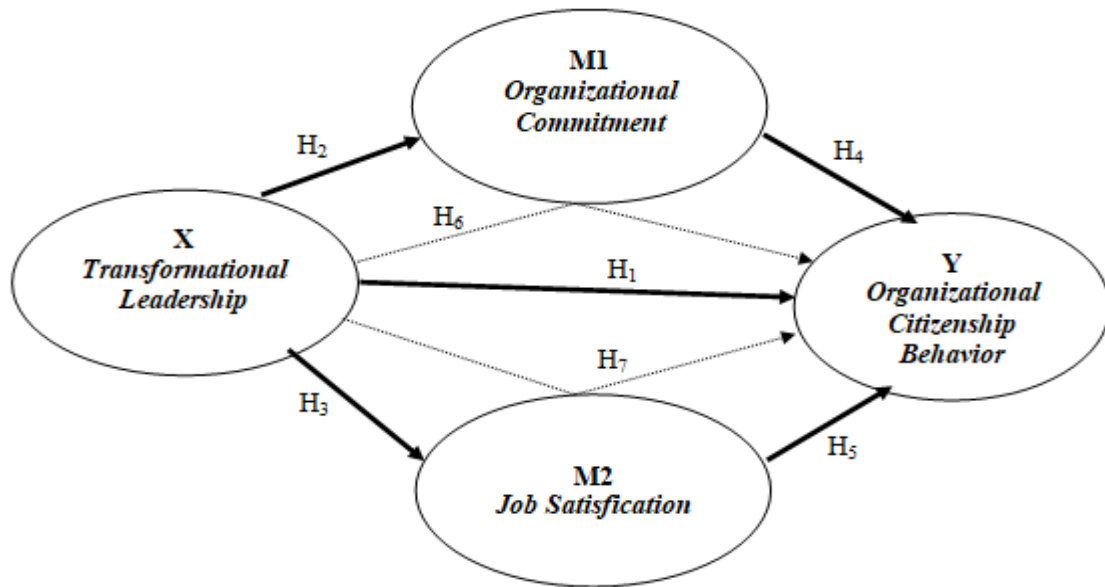


Figure 1. Framework

Regarding the previous, the following hypotheses are proposed:

1. Transformational Leadership has a positive effect on Organizational Citizenship Behavior.
2. Transformational Leadership has a positive effect on Organizational Commitment.
3. Transformational Leadership has a positive effect on Job Satisfaction.
4. Organizational Commitment has a positive effect on Organizational Citizenship Behavior.
5. Job Satisfaction Has a Positive Influence on Organizational Citizenship Behavior.
6. Organizational Commitment is able to mediate Transformational Leadership on Organizational Citizenship Behavior (OCB).
7. Job Satisfaction is able to Mediate Transformational Leadership on Organizational Citizenship Behavior (OCB).

III. METHODOLOGY

The variables in this research consist of independent variables (X) and dependent variables (Y) as well as mediating variables (M). The research design used is causal using a quantitative analysis approach. According to Sugiyono (2014), causal design is a cause and effect relationship between independent variables and dependent variables. This research is research to determine the influence of the independent variable, namely transformational leadership, on the dependent variable, namely Organizational Citizenship Behavior, mediated by mediating variables, namely organizational commitment and job satisfaction. In this case, this research aims to determine the influence of transformational leadership on Organizational Citizenship Behavior mediated by organizational commitment and job satisfaction. The population in this study was all 50 employees. Determination of the sample used in this research using the saturated sample type method. According to Arikunto (2012), if the population is less than 100 people, then the total sample can be taken, but if the population is more than 100 people, then 10-15% or 20-25% of the total can be taken . population. Based on this research, because the population is no more than 100 respondents, the author took 100% of the population with 50 employees. The data analysis method in this research uses component or variance-based Structural Equation Modeling (SEM) where data processing uses the Smart-Partial Least Square (Smart-PLS) program version 3.0. PLS (Partial Least Square) is an SEM-based variance model.

Table 1. Validity Results

Variable	Indicator	Outer Loading	Information
<i>Job satisfaction</i>	JS3	0.745	Valid
	JS4	0.793	Valid
	JS5	0.714	Valid
	JS6	0.751	Valid
	JS7	0.838	Valid
	JS9	0.754	Valid
	JS10	0.804	Valid
<i>Organizational commitment</i>	OC1	0.833	Valid
	OC2	0.925	Valid
	OC3	0.749	Valid
	OC4	0.746	Valid
<i>Organizational Citizenship Behavior</i>	OCB1	0.571	Valid
	OCB2	0.789	Valid
	OCB3	0.634	Valid
	OCB4	0.699	Valid
	OCB5	0.715	Valid
	OCB6	0.774	Valid
	OCB7	0.697	Valid
	OCB8	0.803	Valid
	OCB9	0.743	Valid
	OCB10	0.756	Valid
<i>Transformational Leadership</i>	TL2	0.691	Valid
	TL3	0.704	Valid
	TL4	0.635	Valid
	TL5	0.606	Valid
	TL7	0.577	Valid
	TL8	0.679	Valid
	TL9	0.739	Valid
	TL10	0.669	Valid

Source: Data Process Smart-PLs, 2023

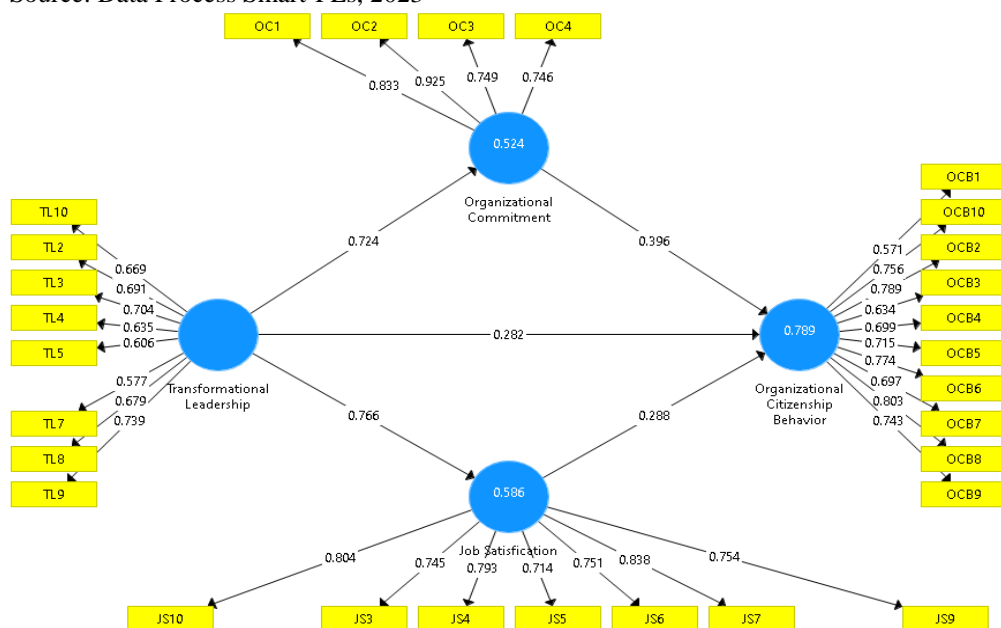


Figure 1

IV. RESULTS AND DISCUSSION

Based on the characteristics of the respondents, results were obtained from 50 respondents, of which 28 respondents or 56.0% were male, while the remaining 22 respondents or 44.0% were female. Based on the data table above, it can be seen that the majority of employees who work is male.

Table 2. Respondents' characteristics

No	Gender	Age	Education Level	Work Period
1	Male = (56%)	<20 Years = (8%)	High School/Equivalent = (10%)	< 2 years = (18%)
2	Female = (44%)	20-30 Years = (34%)	D3 = (20%)	2-3 years = (40%)
3		30-40 Years = (44%)	S1 = (62%)	3-5 years = (28%)
4		>40 Years = (14%)	Others = (8%)	> 5 years = (14%)

Source: Data Process Smart-PLs, 2023

4.1 Validity and Reliability Test

To test convergent validity, it is done by checking the loading factor. According to (Duryadi, 2021) the loading factor value is confirmatory research if the construct validity value is valid, marked all green, and the loading factor value and AVE value are acceptable > 0.5. To test reliability, namely by looking at the Cronbach's Alpha and Composite Reliability values. The Rule of Thumb for assessing construct reliability is that the Cronbach's Alpha and Composite Reliability values must be greater than 0.70 according to Ghozali in (Hamid & Suhardi, 2019).

Furthermore, in the discussion below, R-square which is a goodness-fit model (GoF) test. The R-square value at 0.75 is a strong category, 0.50 is moderate, and 0.25 is weak Hair, 2011 in (Hamid & Suhardi, 2019). The Q-Square (Predictive Relevance) calculation is said to be good if the Q-square value > 0.

Table 3. Goodness of Fit Model

Variable	AVE	Cronbach Alpha's	Composite Reliability	R-square
Job Satisfaction	0.6	0.887	0.912	0.586
Organizational Citizenship Behavior	0.52	0.896	0.915	0.789
Organizational Commitment	0.67	0.83	0.888	0.524
Transformational Leadership	0.52	0.821	0.863	

Source: Data Process Smart-PLs, 2023

4.2 Hypothesis Test

Based on the bootstrapping calculation, it can be used to obtain a significant value for this hypothesis. The application of the theory based can be assessed by looking at the significance value of the bootstrapping calculation results. To determine whether it is significant or insignificant, it can be seen from the T-table at α 0.05 (5%) = 1.96 which is then compared with the T-statistic < T-table it is insignificant and vice versa and the P- value, if the P-value > 0.05 it is insignificant, and to find out whether the hypothesis has a positive or negative effect, it can be seen from the original sample value.

Table 4. The Results of Direct Effect Testing

	Original Sample	T-Statistics	P Values	Information
TL \square OCB	0.282	2,222	0.027	H1 accepted
TL \square O.C	0.724	4,705	0,000	H2 accepted
TL \square JS	0.766	5,053	0,000	H3 accepted
O.C \square OCB	0.396	3,063	0.002	H4 accepted
JS \square OCB	0.288	1,861	0.063	H5 rejected

Source: Data Process Smart-PLs, 2023

As seen in Table 4, transformational leadership has a significant positive effect on organizational citizenship behavior because the original sample shows a positive value, and the P Values show a value of less than 0.05. Transformational leadership has a significant positive effect on organizational commitment because the original sample value shows a positive value, and the P Values show a value of less than 0.05.

Transformational leadership has a significant positive effect on job satisfaction because the original sample shows a positive value, and the P Values show a value of less than 0.05, this result shows that transformational leadership has a significant positive effect on job satisfaction. Organizational commitment has a significant positive effect on organizational citizenship behavior because the original sample shows a positive value, and the P Values show a value of less than 0.05, this result shows that organizational commitment has a significant positive effect on organizational citizenship behavior. Job Satisfaction has no effect on organizational citizenship behavior because the original sample shows a positive value, and the P Values show a value of more than 0.05, this result shows that Job Satisfaction has no effect on organizational citizenship behavior.

Table 5. The Results of Indirect Effect Testing

	Original Sample	T-Statistics	P Values	Information
TL□JS□OCB	0.22	1,846	0.065	H6 rejected
TL□O.C□OCB	0.286	2.73	0.007	H7 accepted

Source: Data Process Smart-PLs, 2023

As seen in table 5, Job Satisfaction is not able to mediate the influence of Transformational Leadership on organizational citizenship behavior because the original sample value shows a positive value, and the P Values show a value of more than 0.05. Organizational Commitment is able to partially mediate the influence of Transformational Leadership on organizational citizenship behavior because the original sample value shows a positive value, and the P Values show a value of less than 0.05.

4.2 Discussion

The Influence of Transformational Leadership on Organizational Citizenship Behavior

Based on the hypothesis test in this study, the T-statistic value was 2.222, the original sample value was 0.282, and the P value was 0.027. The T-statistic value was greater than the T-table value of 1.96, the original sample value showed a positive value, and in The P Values value shows a value of less than 0.05, this result shows that transformational leadership has a significant positive effect on organizational citizenship behavior. This is because employees always get respect from company leaders and leaders always create a sense of pride towards all employees in the company, so that employees improve their citizenship attitudes such as paying attention to functions that help the organization's image and always paying attention to new information in the company. The results of this research are in line with research by Ibrahim et.al. (2017), Han, et.al. (2017), Estiri, et.al. (2018), and Peng & Lin (2016). which states that Transformational Leadership has an important role and has a positive influence in increasing OCB.

The Influence of Transformational Leadership on Organizational Commitment

Based on the hypothesis test in this research, the T-statistic value was 4.705, the original sample value was 0.724, and the P value was 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of less than 0.05, these results indicate that transformational leadership has a significant positive effect on organizational commitment. This is because the leadership suggests a different perspective when solving problems, apart from that the leadership also helps develop various abilities that employees have, so that employees feel proud to work for this company and are willing to prioritize work. The results of this study support the research of Eliyana et al. (2019), Shim et al. (2015), and Puni et al. (2018) who stated that transformational leadership has a positive effect on increasing organizational commitment.

The Influence of Transformational Leadership on Job Satisfaction

Based on hypothesis testing in this research, the T-statistic value was 5.053, the original sample value was 0.766, and the P value was 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of less than 0.05, these results indicate that transformational leadership has a significant positive effect on job satisfaction. This is because the leadership can solve problems that occur very carefully and the leadership always communicates a sense of optimism regarding the future, so employees have a sense of satisfaction that arises from within themselves by complying with all existing procedures within the company. The results of this research are in line with research by Sari et al., (2017) which states that transformational leadership has a significant positive effect on an employee's job satisfaction.

The Influence of Organizational Commitment on Organizational Citizenship Behavior

Based on hypothesis testing in this research, the T-statistic value was 3.063, the original sample value was 0.396, and the P value was 0.002. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of less than 0.05, these results indicate that

organizational commitment has a significant positive effect on organizational citizenship behavior. This is because employees have a high commitment to the company by feeling happy in carrying out their work and trusting the company, so that employees are able to follow changes that occur in the company and are willing to help each other and their colleagues. The results of this research are in line with previous research, namely Arumi et al. (2019), Eissenstat & Lee (2017), Lin & Chang (2015), Premchandani & Sitlani (2015) which shows that organizational commitment has an important role in improving Organizational Citizenship Behavior positively.

The Influence of Job Satisfaction on Organizational Citizenship Behavior

Based on hypothesis testing in this study, the T-statistic value was 1.861, the original sample value was 0.288, and the P value was 0.063. The T-statistic value was less than the T-table value of 1.96, the original sample value showed a positive value, and the P Values show a value of more than 0.05, this result shows that Job Satisfaction has no effect on organizational citizenship behavior. Employees who feel satisfied or dissatisfied also want to help colleagues whose work is overloaded and volunteer to replace colleagues who are absent from work. This happens because what employees do follows the intentions and what is instilled by the company through firm leadership. The results of this study support the research results of MacKenzie et al. (1998), Murphy et al. (2002), Rama (2017) stated that job satisfaction has no influence in increasing Organizational Citizenship Behavior in companies.

The Influence of Transformational Leadership on Organizational Citizenship Behavior through Job Satisfaction

Based on hypothesis testing in this research, the T-statistic value was 1.846, the original sample value was 0.220, and the P value was 0.065. The T-statistic value is less than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of more than 0.05, these results indicate that Job Satisfaction is unable to mediate the influence of Transformational Leadership on organizational citizenship behavior. This is because the leadership always emphasizes the company's vision and mission towards employees, so that with job satisfaction employees will still be able to work together in teams and always actively participate in company activities. The results of this research are in line with the research of Estiri et al. (2018), and Peng & Lin (2016) which stated that Transformational Leadership has a direct influence on organizational citizenship behavior without going through job satisfaction.

The Influence of Transformational Leadership on Organizational Citizenship Behavior through Organizational Commitment

Based on the hypothesis test in this research, the T-statistic value was 2.730, the original sample value was 0.286, and the P value was 0.007. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values show a value of less than 0.05, these results indicate that Organizational Commitment is able to partially mediate the influence of Transformational Leadership on organizational citizenship behavior. This is because leaders who have a transformational attitude will encourage employees to be proud of their leaders and happy working for this company, which causes employees to want to improve their organizational citizenship behavior. The results of this study support the research results of Moghimi et al. (2013) who stated that transformational leadership apparently does not influence organizational citizenship behavior directly, but rather influences organizational citizenship behavior through job satisfaction.

V. CONCLUSION AND SUGGESTIONS

Based on the results of research and data analysis through proving hypotheses regarding the problems discussed in this research, the following conclusions can be drawn: Transformational Leadership has a significant positive effect on Organizational Citizenship Behavior. This means that the better the transformational leadership in the company, the more employees will improve Organizational Citizenship Behavior at work. Transformational Leadership has a significant positive effect on Organizational Commitment. This means that the better the leadership's transformational attitude, the organizational commitment within the company will increase. Transformational Leadership has a significant positive effect on Job Satisfaction. This means that if transformational leadership is good, employee job satisfaction will increase. Organizational Commitment has a significant positive effect on Organizational Citizenship Behavior. This means that if organizational commitment in the company is good, then Organizational Citizenship Behavior will increase. Job Satisfaction has no effect on Organizational Citizenship Behavior. This means that employee job satisfaction has no effect on whether employees' Organizational Citizenship Behavior is high or low. Job satisfaction is unable to mediate the influence of Transformational Leadership on Organizational Citizenship Behavior. Organizational Commitment is able to partially mediate the influence of Transformational Leadership on Organizational Citizenship Behavior.

The limitations of this research need to be corrected by further research that will conduct research in the same field and use this thesis as a reference, so it is hoped that the number of respondents will be increased to a minimum of 70 employees and it is hoped that it will be reviewed again because it does not rule out the

possibility that there are statements that are not appropriate and testing in other service industries such as service quality in government, restaurants, hospitals or in other service industries.

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