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Research Article

TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION AS PREDICTOR OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

Every company organization expects its employees to have a high morale that is able to work beyond what they are responsible for. Employees are expected to contribute their full potential to the progress of the organization with full willingness. Every organization has different characteristics, so efforts to foster organizational citizenship behavior of employees need to be known by every organization. This study aims to determine the predictors of transformational leadership and job satisfaction on organizational citizenship behavior. Respondents in this study were 206 employees selected randomly. The results of this study found that transformational leadership and job satisfaction functioned as positive and significant predictors of organizational citizenship behavior.

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INTRODUCTION

Achieving success in an organization can not be separated from the role of every human resource in the company, therefore each organization or company seeks to manage its human resources well in order to have good performance and achieve the organization's vision.

Successful organizations not only have human resources that can do their jobs well, but have human resources that have more initiative in developing their potential. Organizational citizenship behavior (OCB) has been recorded as contributing to the results of organizational performance.

To get employees who have organizational citizenship behavior is not easy. Not many employees are willing to work beyond the tasks that are their responsibility. Most employees work only to meet their economic needs. This is in line with what Robbins (2006) said that the ups and downs of the world economy make it difficult for most companies to get workers according to needs. The desire from within and from outside has a role for the presence of organizational citizenship of employees. This study aims to explore transformational leadership as an external factor and job satisfaction as internal factors that influence organizational citizenship behavior, with

the hope that after it is known that the factors can be recommended for the purpose of human resource development.

Literature Review

Organizational Citizenship Behavior

Each individual will have a different attitude towards his work. Some individuals consider work only as a way to fulfill their daily needs, but there are also individuals who consider their work to be a calling. Individuals who consider work to be a calling will have the willingness to work more than their responsibilities. This is called organizational citizenship behavior. Robbins (2006) defines organizational citizenship behavior as a person's behavioral choices that are not part of obligations but support organizational effectiveness.

Organizational Citizenship Behavior can arise from various factors in the organization, including because of the existence of job satisfaction from employees and high organizational commitment (Robbin and Judge, 2007). If the employee is satisfied with his job, then the employee will work well by mobilizing all of his potential, even willing to do work even though it is not his responsibility. Organ, Podsakoff and MacKenzie (2006) explain that organizational citizenship behavior as not directly related to the form of appreciation and

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organizational citizenship behavior can increase the effectiveness and efficiency of an organization.

The dimensions of organizational citizenship behavior according to Organ and Ryan (in Greenberg & Baron, 2008), namely (1) Altruism. In the form of behavior to help fellow employees, (2) Conscientiousness. Employee efforts to exceed company expectations, (3) Sportmanship. Behavior of employees who do not complain in work, (4) Courtesy. Teaching behavior to other employees, (5) Civic virtue. It is the action of employees to participate in supporting administrative functions.

Transformational Leadership

The existence of leaders in an organization is absolutely necessary. Every individual in an organization has different needs, ideas and thoughts, in this condition the role of the leader is needed. Leaders are individuals who have influence on other individuals. In a company organization, the role of a leader is needed to achieve organizational goals. Bohn and Grafton (2002) state that leadership is a way to create a vision and establish employee confidence through coordination and communication.

Each leader will develop their own way of leading their subordinates. According to Yukl (2010) transformational leadership is a leader who empowers his followers to perform effectively by building commitment to new values, developing employee skills and trust, and creating a climate that is conducive to the development of innovation and creativity. Transformational leadership according to McShane (2015) is a form of leadership that inspires subordinates to achieve change through creativity, communication and forming a vision for the organization.

The aspects of transformational leadership according to Bass and Avolio (1994) are: (1) Idealized influence. Is a communication pattern of a leader who will influence subordinates by emphasizing moral values, ethics, commitment and trust; (2) Individualized consideration. It is the attention and judgment of the leader towards his subordinates through many considerations according to his personal abilities; (3) Inspirational motivation. Is the way leaders inspire their subordinates through ways of delivering, participating, and giving challenges; (4) Intellectual stimulation. Is a way of leaders to stimulate employees to be creative and innovative in completing work; (5) Attributed charisma. Is charisma from the leader to place the interests of the organization above his interests.

Job Satisfaction

Each individual will have a different level of satisfaction with their work, this can be caused by differences in the values adopted by each employee. If the individual feels that the work done is expected, then the individual will feel satisfied with his job, but if the individual feels that the work done is not in accordance with what he expected, then the individual will feel dissatisfied. Job satisfaction is an important factor because it can cause work excitement.

According to Davis and Newstrom (2002) job satisfaction is a set of feelings from the side of the worker about suitability or

work mismatch. Similar opinion was stated by Robbins & Judge (2008) who said that job satisfaction is a positive feeling about individual work that arises from his judgment. Meanwhile, according to Fathoni (2006) job satisfaction is a pleasant emotional attitude towards his work. This attitude is reflected in work morale, discipline, and work performance.

Job satisfaction factors according to Jewell and Siegall (1998) are: (1) Psychological. Related to mental conditions, interests, calmness, attitudes, talents, and skills, (2) Physical. Related to physical condition and work environment, type of work, work schedule and rest, temperature, lightning, air circulation, and other factors, (3) Social. Associated with employee social interaction, (4) Finance. Associated with work security and financial security of workers, the system of wages, the amount of wages, the existence of social security, allowances, facilities, promotions.

Framework

The leadership style has a strong contribution related to the willingness of employees to be involved in the organization citizenship behavior (Jahangir et al., 2004). Khuntia and Suar (2004) say that a leader who applies transformational leadership will give influence to followers by involving followers in setting goals, solving problems, making decisions, and giving feedback through various means. In this way employees will have the drive to do more for the company. This is in line with the research conducted by Gunawan (2016) who found that there is a relationship between transformational leadership and organizational citizenship behavior of employees. Tjahyono, Prasetyo, and Palupi (2018) found that transformational leadership had a significant positive effect on organizational citizenship behavior.

Hypothesis 1: Transformational leadership influences organizational citizenship behavior

Psychological aspects play a role in the world of work. Job satisfaction is the result of employee perceptions of how well someone's job gives everything that is seen as something important through their work (Luthans, 2011). Dobbins (2006) says that job satisfaction is a reference of the general attitude of individuals to their work. Individuals with high levels of satisfaction show a positive attitude towards work. Individuals who are satisfied with their work will affect their mood for work. Psychological factors such as personality and mood have an influence on the emergence of several aspects in the work, one of which is the emergence of organizational citizenship behavior. This is in line with George's opinion and Brief (in Diefendorff et al., 2002) which states that one's willingness to help others is influenced by moods. If someone's mood is positive it will increase the chances of the person to help others. This indicates that someone who is satisfied with his job will be more likely to behave OCB. According to Robbins and Judge (2008), job satisfaction is the main determinant of OCB. The findings of previous studies prove the role of job satisfaction in organizational citizenship behavior (Zeinabadia, 2010, Salehi & Gholtash, 2011).

Hypothesis 2: Job satisfaction influences organizational citizenship behavior

Hypothesis 3: Transformational leadership and job satisfaction influence organizational citizenship behavior

METHODOLOGY

This study uses a quantitative approach. The research instrument used a psychological scale, two scales namely the scale of transformational leadership and the scale of organizational citizenship behavior. The two scales are constructed by the researcher themselves and have been tested by producing a reliability coefficient of 0.827 for the transformational leadership scale, and 0.863 for the scale of organizational citizenship behavior. While the scale of job satisfaction uses MSQ (Minnesota Satisfaction Questionnaire) with reliability of 0.924.

This study involved 206 employees selected randomly. According to the research objectives, the method of research data analysis using multiple regression analysis with enter and stepwise method.

RESULT

Based on the data analysis of the study of the first hypothesis the results of $B = 0.117$ were obtained with $p < 0.05$. Thus it can be concluded that transformational leadership has a positive and significant effect on organizational citizenship behavior. It means that the more transformational leaders are perceived by employees to be higher in organizational citizenship behavior.

Based on the data analysis of the study of the second hypothesis the results of $B = 0.272$ with $p < 0.05$. Thus it can be concluded that job satisfaction has a positive and significant effect on organizational citizenship behavior. It means that the more satisfied employees are with their work, the higher the organizational citizenship behavior.

Tabel 1 Coeficient

	B	Std.Error	Sig.
Constant	11.505	3.661	0.002
Transformational Leadership	0.177	0.058	0.003
Job Satisfaction	0.272	0.035	0.000

Based on the data analysis of the study of the third hypothesis the results of $R^2 = 0.499$ were obtained with $p < 0.05$. Thus it can be concluded that transformational leadership and job satisfaction have a positive contribution to organizational citizenship behavior by 49.9%. Based on the stepwise analysis, it is known that job satisfaction is the dominant predictor of organizational citizenship behavior which is equal to 21.5%, while transformational leadership accounts for 3.4%.

Tabel 2 Model Summary

Predictor	R	R ²	Std Error	R ² Change	Sig.
Job Satisfaction	0.464	0.215	2.583	0.215	0.000
Job Satisfaction & Transf. Leadership	0.499	0.249	2.533	0.034	0.003

In general, this study found that transformational leadership and job satisfaction are good predictors for the formation of employee citizenship behavior.

DISCUSSION

Organizational citizenship behavior grows in individuals due to external and internal factors, in this study it has been empirically proven that transformational leadership and job satisfaction have a positive and significant effect on organizational citizenship behavior. Leaders who develop transformational leadership styles will be positively translated by employees so employees are encouraged to have a common vision with leaders to advance the organization. The findings in this study are in line with the research findings conducted by Gunawan (2016) who found that there is a relationship between transformational leadership and organizational citizenship behavior of employees.

In addition, employees who are satisfied with their jobs have the urge to do more than they are willing to fulfill. Conversely, someone who feels dissatisfied with his work will be difficult to sue for having more responsibility. This finding is in line with several previous studies, which found that job satisfaction has a significant effect on organizational citizenship behavior (Zeinabadia, 2010, Salehi & Gholtash, 2011).

Overall, this study found that transformational leadership and job satisfaction have a positive and significant effect on organizational citizenship behavior, these results corroborate the findings of the research conducted by Darmawan and Maisaroh (2017) who found transformational leadership and job satisfaction to have an influence on the organization citizenship dependent variable behavior.

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