

IMPROVING ORGANIZATIONAL CITIZENSHIP BEHAVIOUR THROUGH TRANSFORMATIONAL LEADERSHIP STYLE AND ORGANISATIONAL CLIMATE THROUGH JOB SATISFACTION

PENINGKATAN ORGANIZATIONAL CITIZENSHIP BEHAVIOR MELALUI GAYA KEPEMIMPINAN TRANSFORMASIONAL DAN IKLIM ORGANISASI MELALUI KEPUASAN KERJA

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ABSTRACT

This research aims to analyze the influence of transformational leadership, organizational climate, organizational citizenship behavior (OCB), through job satisfaction as an intervening variable in PT. Japfa Comfeed Indo Tbk Unit Hatchery Parungkuda. This type of quantitative research uses descriptive research design and verification using path analysis and Sobel test methods. The data collection process uses field research and library research. The number of samples used in this research was 92 employees using random sampling techniques. The results of this research show that transformational leadership has a direct positive and significant effect on job satisfaction, organizational climate has a direct positive and significant effect on job satisfaction, job satisfaction has a direct positive and significant effect on OCB, transformational leadership has a direct positive and significant effect on OCB through job satisfaction as a variable intervening, organizational climate has a direct positive and significant effect on OCB through job satisfaction as an intervening variable.

Keywords: *Organizational Citizenship Behavior; Transformational Leadership; Organizational Climate; Job Satisfaction*

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan transformasional, iklim organisasi, Organizational Citizenship Behavior (OCB), melalui kepuasan kerja sebagai variabel intervening pada PT. Japfa Comfeed Indo Tbk Unit Hatchery Parungkuda. Jenis penelitian kuantitatif ini menggunakan desain penelitian deskriptif dan verifikatif dengan menggunakan metode analisis jalur dan uji Sobel. Proses pengumpulan data menggunakan penelitian lapangan dan penelitian kepustakaan. Jumlah sampel yang digunakan dalam penelitian ini adalah 92 karyawan dengan menggunakan teknik random sampling. Hasil penelitian menunjukkan bahwa kepemimpinan transformasional berpengaruh langsung positif dan signifikan terhadap kepuasan kerja, iklim organisasi berpengaruh langsung positif dan signifikan terhadap kepuasan kerja, kepuasan kerja berpengaruh langsung positif dan signifikan terhadap OCB, kepemimpinan transformasional berpengaruh langsung positif dan signifikan terhadap OCB. berpengaruh positif dan signifikan terhadap OCB melalui kepuasan kerja sebagai variabel intervening, iklim organisasi berpengaruh langsung positif dan signifikan terhadap OCB melalui kepuasan kerja sebagai variabel intervening.

Kata Kunci: Organizational Citizenship Behavior; Kepemimpinan Transformasional; Iklim Organisasi; Kepuasan Kerja.

INTRODUCTION

The future of an organization of course really depends on the role of human resources, plus the times and rapid economic growth have become one of the factors of intense business competition in both the product and service sectors. Therefore, it is very important for companies to continue to exist in achieving the company's vision and mission. Companies that always innovate and develop with the times are companies that continue to exist and are progressive among their competitors. In line with the increasingly advanced and rapid development of knowledge and technology, each individual is inevitably required to always follow the current of existing developments, and it is also not uncommon for employees to do work that is outside the employee's responsibilities, this characteristic must already exist within the employee so that the company is able to compete in the current era. Organizational citizenship behavior (OCB) is a term used to identify employee behavior. OCB is off-duty behavior determined by the company that has a positive impact on the company. OCB can be described as an employee's ability and behavior in carrying out their duties at work which results in contributions that exceed company expectations. The impact that occurs if there is no OCB in the company is that the company's operations will be hampered, because there is no initiative taken by employees to carry out or carry out work outside their responsibilities for the smooth running of the company's operations. OCB is independent individual behavior, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization (Organ, 2018). Factors that influence OCB include (1) organizational culture, (2) organizational climate, (3) transformational leadership, (4) job satisfaction and (5) work environment (Wirawan 2018), The indicators of organizational citizenship

behavior are, (1) helping attitude (altruism), (2) obeying the rules (conscientiousness), (3) sportsmanship, (4) sincerity (courtesy), and (5) involvement in organization (civic virtue) (Organ et al, 2018). Job satisfaction is related to employee OCB. If employees are satisfied with their work, employee OCB will increase. Employees who are happy with their jobs are more likely to say positive things about the company, help coworkers get work done, and see performance exceed normal expectations. The indicators of job satisfaction are (1) work (2) wages or salary (3) promotion (4) supervision (5) coworkers (Afandi, 2018). The success of an organization, of course, cannot be separated from the existence of its leadership. Leadership is a process of someone's activities to move other people by leading, guiding, influencing others. Transformational leadership style is leaders who inspire their followers to go beyond their own interests for the benefit of the organization (Robbins, 2018). Transformational leadership style is related to employee OCB. If employees feel that this leader applies a transformational leadership style, employee OCB will increase. The indicators of transformational leadership style consist of (1) charisma, (2) inspirational motivation, (3) intellectual stimulation, (4) individualized consideration (Robbins, 2017). Organizational climate is the perception of organizational members and is in constant contact with the organization regarding what exists or happens in the organization's internal environment on a regular basis, which influences organizational attitudes and behavior as well as the performance of organizational members which then determines organizational performance (Wirawan, 2015). Organizational climate is related to OCB. If the organizational climate in the company is good and supports employees in completing all their work, employee OCB will increase. The indicators of organizational climate are (1) organizational policies and regulations (2) level of communication effectiveness (3)

level of relationships between employees (4) level of leadership participation (Wirawan, 2015).

MATERIALS AND METHODS

The objects of this research are transformational leadership style, organizational climate, organizational citizenship behavior (CB) and PT job satisfaction. Japfa Comfeed Indo Tbk Parungkuda Hatchery Unit. The research method used in this research is descriptive and verification methods. In this research, descriptive research methods were used to find out how employees responded. The verification research method is a method carried out on a certain population or sample with the aim of testing a predetermined hypothesis. Apart from that, this research also uses the path analysis method. Path analysis is a research method that is mainly used to test the strength of direct and indirect relationships between variables (Setyaningsih, 2020). The research variables used are the exogenous variables transformational leadership style (X1), organizational climate (X2), the endogenous variable OCB (Y), and the intervening variable job satisfaction (Z) (Setyaningsih, 2020). The population in this study were employees of PT. Japfa Comfeed Indo Tbk Parungkuda Hatchery Unit has 120 employes, therefore the number of samples will be narrowed down using the Taro Yamane formula. According to (Sugiyono 2017), the Taro Yamane formula is a formula used to determine the number of samples taken in such a way. The number of samples used in this research was 92 employees. The sampling technique in this research was simple random sampling. According to Sugiyono (2017), Simple random sampling is taking sample

members from a population randomly without paying attention to the strata in that population. The data collection method in this research uses quantitative data, using two sources of primary data and secondary data with several procedures using field study and literature study steps. (Sugiyono, 2019).

RESEARCH RESULTS AND DISCUSSION

The validity test in this study was conducted on 30 respondents according to Sugiono's opinion (2018). Sugiyono (2018) Reliability test is the degree of consistency and stability of data or findings. The reliability test is carried out to find out how consistent the measurement is when the same symptom is measured more than once on the same instrument. If the value of the reliability coefficient is Cronbach alpha (α) 0,6 then the instrument is said to be reliable (trusted), while if the value of Cronbach alpha (α) $< 0,6$, then the instrument is not reliable (untrustworthy).

Data normality test can be done by using Normality Test approach Kolmogrov-Smirnov. Decision is used As a guideline if the Sig value is < 0.05 then the data is not normally distributed and vice versa if the Sig value is > 0.05 then it is normally distributed.

To detect whether it exists or not Multicollinearity in regression on this research was conducted by looking at the magnitude. Tolerance and variance inflation factor (VIF) that is if the tolerance is > 0.05 And $VIF < 5$ Then No Multicollinearity occurs.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726 ^a	.527	.517	3.11520

a. Predictors: (Constant), X2, X1
 b. Dependent Variable: Z

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.984 ^a	.969	.968	.20231

a. Predictors: (Constant), Z, X2, X1
 b. Dependent Variable: Y

Image 1. Results of Determination Coefficient

Based on Image 1, it can be seen that the relationship between transformational leadership style and organizational climate shows a correlation number of 0.527 which shows a correlation or relationship between exogenous variables, namely transformational leadership style and organizational climate, with the endogenous variable, namely job satisfaction, which has a strong correlation in the value range of 0,40 – 0,599. This means that it has a fairly strong relationship with job satisfaction. This shows that the better the transformational leadership style,

the higher the employee job satisfaction, as well as the better

the organizational climate, the higher the job satisfaction of PT employees. Japfa Comfeed Indo Tbk Parungkuda Hatchery Unit. Likewise, in the results of Table 1, it can be seen that the relationship between transformational leadership style, organizational climate and job satisfaction shows a correlation figure of 0.969 in the range of 0.80-1.000, which means it has a very strong correlation with OCB of PT employees. Japfa Comfeed Indo Tbk Parungkuda Hatchery Unit.

Table 1 Calculation Results of the t Test for Transformational Leadership Style, Organizational Climate, Job Satisfaction on OCB

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	26.629	.273	97.555	.000	
	X1	.081	.056	.328	12.818	.000
	X2	.094	.062	.328	14.575	.000
	Z	.159	.070	.629	23.105	.000
	t _{tabel}	1.658				
	Sig	0,05				

Table 2 Recapitulation of t Test Results

No	Hypotesis	Statistical Test	Conclusion	Decision
1	There is a direct positive influence and Significant transformational leadership style on job satisfaction	$8,610 > 1,658$ $0.000 < 0.05$	H_a accepted	Direct impact positive and significant
2	There is a positive and significant direct influence of organizational climate on job satisfaction.	$6,114 > 1,658$ $0.000 < 0.05$	H_a accepted	Direct impact positive and significant
3	There is a direct positive influence and Significant transformational leadership style towards OCB	$12,818 > 1,658$ $0.000 < 0.05$	H_a accepted	Direct impact positive and significant
4	There is a direct positive influence and significant organizational climate towards OCB.	$14,575 > 1,658$ $0.000 < 0.05$	H_a accepted	Direct impact positive and significant
5	There is a direct positive influence and significant job satisfaction on OCB	$23,105 > 1,658$ $0.000 < 0.05$	H_a accepted	Direct impact positive and significant

T-test results

Based on Table 2, it can be seen that the transformational leadership style variable obtained a t value of 8.610 and a t_{table} value for $\alpha = 0.05$ with degrees of freedom $92-2-1 = 89$ of 1.658. So t_{count} is greater than t_{table} ($8.610 > 1.658$) with a significance of $0.000 < 0.05$, so it can be concluded that H_0 is rejected and H_a is accepted. This means that there is a positive and significant direct influence of transformational leadership style on job satisfaction.

Based on Table 2, it can be seen that the organizational climate variable obtained a t_{count} value of 6.114 and a t_{table} value for $\alpha = 0.05$ with degrees of freedom $92-2-1 = 89$ of 1.658. So t_{count} is greater than t_{table} ($6.114 > 1.658$) with a significance of $0.000 < 0.05$, so it can be concluded that H_0 is rejected and H_a is accepted. This means that there is a positive and significant direct influence of organizational climate on job satisfaction.

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$92-2-1 = 89$ of 1.658. So t_{count} is greater than t_{table} ($12.818 > 1.658$) with a significance of $0.000 < 0.05$, so it can be concluded that H_0 is rejected and H_a is accepted. This means that there is a positive and significant direct influence of transformational leadership style on OCB.

Based on Table 2, it can be seen that the organizational climate variable obtained a t_{count} value of 14.575 and a t_{table} value for $\alpha = 0.05$ with degrees of freedom $92-2-1 = 89$ of 1.658. So t_{count} is greater than t_{table} ($14.575 > 1.658$) with a significance of $0.000 < 0.050$, so it can be concluded that H_0 is rejected and H_a is accepted. This means that there is a positive and significant direct influence of organizational climate on OCB. Based on Table 3, it can be seen that the job satisfaction variable obtained a t_{count} value of 23.105 and a t_{table} value for $\alpha = 0.05$ with degrees of freedom $92-2-1 = 89$ of 1.658. So t_{count} is greater than t_{table} ($23.105 > 1.658$) with a significance of $0.000 < 0.05$, so it can be concluded that H_0 is rejected and H_a is accepted. This means that there is a positive and significant direct influence of job satisfaction on OCB.

Table 3 Path Analysis Test Results

Variabel	Pengaruh	Kepuasan Kerja	OCB	Total
Gaya Kepemimpinan Transformasional	Langsung	-	0,328	0,328
	Tidak Langsung	0,633	0,629	1,262
	Total			1,59
Iklim Organisasi	Langsung	-	0,328	0,328
	Tidak Langsung	0,450	0,629	1,079
	Total			1,407

Path analysis test result for transformasional leadership style variable have an indirect effect of 0,633, while for the organizational climate variable it is 0,450 on job satisfaction. The result of the

path analysis test of the indirect influence of transformasional leadership style on OCB are 0,629 and the organizational climate variable on OCB is 0,629.

Sobel Test Results

Table 4 Recapitulation of Sobel Test Results

No	Hypothesis	Statistical Test	Decision	Conclusion
1	Transformational leadership style Indirectly influences OCB through work satisfaction	$2,19 > 1.96$	There's mediation influence	Transformational leadership style has a positive and significant effect on OCB through job satisfaction.
2	Organizational climate has an indirect effect on OCB through job satisfaction	$2,13 > 1.96$	There's mediation influence	Organizational climate has a positive and significant effect on OCB through job satisfaction.

Discussion

1. The Direct Influence of Transformational Leadership Style on Job Satisfaction
 The statistical test results show that the t_{count} value is smaller than t_{table} ($8.610 > 1.658$) with a significance of $0.000 < 0.05$, so it can be concluded that H_0 is rejected and H_a is accepted. This means that the transformational leadership style has a direct positive and significant effect on job satisfaction.
2. Direct Influence of Organizational Climate on Job Satisfaction

Based on the results of statistical tests, it was found that the t_{count} value was smaller than t_{table} ($6.114 > 1.658$) with a significance of $0.000 < 0.05$, so it could be concluded that H_0 was rejected and H_a was accepted. This means that organizational climate has a direct positive and significant effect on job satisfaction.

3. Direct Influence of Transformational Leadership Style on OCB
 Based on the results of statistical tests, it was found that the t_{count} value was smaller than t_{table}

(12.818 > 1.658) with a significance of $0.000 < 0.05$, so it could be concluded that H_0 was rejected and H_a was accepted. This means that the transformational leadership style has a direct positive and significant effect on OCB

4. Direct Influence of Organizational Climate on OCB

Based on the results of statistical tests, it was found that the t_{count} value was smaller than t_{table} (14.575 > 1.658) with a significance of $0.000 < 0.05$, so it could be concluded that H_0 was rejected and H_a was accepted. This means that organizational climate has a direct positive and significant effect on OCB.

5. Direct Effect of Job Satisfaction on OCB

Based on the results of statistical tests, it was found that the t_{count} value was smaller than t_{table} (23.105 > 1.658) with a significance of $0.000 < 0.05$, so it could be concluded that H_0 was rejected and H_a was accepted. This means that job satisfaction has a direct positive and significant effect on OCB.

6. Indirect Influence of Transformational Leadership Style on OCB Through Job Satisfaction

Based on the results of the Sobel test, it was found that the Z_{count} value was 2.19 with a significance value of 0.00. The mean Z_{count} value is greater than Z_{table} (2.19 > 1.96) proving that job satisfaction can mediate the influence of transformational leadership style on OCB

7. Indirect Influence of Organizational Climate on OCB Through Job Satisfaction

Based on the results of the Sobel test, it was found that the Z_{count} value was 2.13 with a significance value of 0.00. The Z_{count} value means it is greater than Z_{tabel} (2.13 >

1.96), proving that job satisfaction can mediate the influence of organizational climate on OCB.

CONCLUSION AND IMPLICATIONS

1. Responses from PT employees. Japfa Comfeed Indo Tbk Parungkuda Hatchery Unit for the transformational leadership style variable in the good category. The organizational climate is in the good category. Job satisfaction is in the satisfied category and OCB is in the sufficient category.
2. Transformational leadership style has a direct positive and significant effect on job satisfaction
3. Organizational climate has a direct positive and significant effect on job satisfaction
4. Transformational leadership style has a direct and positive effect on OCB
5. Organizational climate has a direct positive and significant effect on OCB
6. Job satisfaction has a direct positive and significant effect on OCB
7. Job satisfaction is able to mediate the influence of leadership style on OCB
8. Job satisfaction is able to mediate the influence of organizational climate on OCB

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