

## The Effect of Transformational Leadership on Job Satisfaction Mediated by Organizational Citizenship Behavior (OCB)

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### Abstract

*This study aims to determine how transformational leadership influences employee performance, and whether OCB variables can mediate the relationship between transformational leadership style and employee performance. This research was conducted on employees of the General Sector of the Probolinggo Regency Food Security and Agriculture Service with a total of 30 respondents. The sampling technique in this study used saturated sampling where all populations were sampled. Data collection in this study used a questionnaire which was analyzed with a scale range and Partial Least Square (PLS) 4.0. The results of calculating this scale range show that transformational leadership is at a high level, employee performance is in the high category, and Organizational Citizenship Behavior is in the strong category. The results of this study indicate that transformational leadership has a positive and significant effect on employee performance. Transformational leadership has a positive and significant effect OCB. Organizational citizenship behavior (OCB) has a positive and significant effect on employee performance and is able to mediate the effect of the relationship between transformational leadership on employee performance.*

**Keywords:** Transformational Leadership, Employee Performance, Organizational Citizenship Behavior (OCB)

### Abstrak

Penelitian ini bertujuan untuk mengetahui bagaimana pengaruh kepemimpinan transformasional terhadap kinerja karyawan, dan apakah variabel OCB dapat memediasi hubungan gaya kepemimpinan transformasional terhadap kinerja karyawan. Penelitian ini dilakukan pada karyawan Bidang Umum Dinas Ketahanan Pangan dan Pertanian Kabupaten Probolinggo dengan jumlah responden sebanyak 30 orang. Teknik sampling pada penelitian ini menggunakan sampling jenuh dimana semua populasi dijadikan sampel. Pengumpulan data pada penelitian ini menggunakan kuesioner yang dianalisis dengan rentang skala dan Partial Least Square (PLS) 4.0. Hasil perhitungan rentang skala ini menunjukkan bahwa kepemimpinan transformasional berada pada level tinggi, kinerja karyawan dengan kategori tinggi, dan Organizational Citizenship Behavior dengan kategori kuat. Hasil penelitian ini menunjukkan bahwa kepemimpinan transformasional berpengaruh positif dan signifikan terhadap kinerja karyawan. Kepemimpinan transformasional berpengaruh positif dan signifikan terhadap organizational citizenship behavior (OCB). OCB berpengaruh positif dan signifikan terhadap kinerja karyawan serta mampu memediasi pengaruh hubungan antara kepemimpinan transformasional terhadap kinerja karyawan.

**Kata Kunci:** Kepemimpinan Transformasional, Kinerja Karyawan, Organizational Citizenship Behavior (OCB)

### Article info

Received (25/03/2023)

Revised (15/04/2023)

Accepted (20/05/2023)

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## INTRODUCTION

The success of a company or organization is influenced by the resources available to them. Human resources can represent competitive advantage and act as a trigger for other resources to achieve organizational goals, they are social beings who are carriers, actors, and managers. really fun company (Newstrom *et al.*, 1996). Therefore, organizational managers must focus on leadership with respect to the characteristics of their organizational style (Noermijati, 2015). Management style is playing an increasingly important role in the globalization era, especially in corporate organizations. Scientific references that can theoretically underline the importance of good leadership in organizational life, from the results of many studies in modern companies, both in the national, political, economic, and non-profit spheres, can be religious and social (Siagian, 2008). Transformational leadership generates many innovations because it facilitates changes in individual behavior that leads to the demands of organizational goals. Innovative leadership styles can have a significant impact on overall organizational performance and generate support.

The expected performance results of staff are very important because their performance in the office determines the performance of the institution. If people don't work well, the organization won't work well either. Conversely, when the resistance is good, the resistance organization is good (Mulyono, 2012). If poor employee performance is caused by a decline in morale which is characterized by poor job satisfaction, good performance has an impact on the development of the entire organization. The success and sustainability of the organization will greatly depend on the will of the employees. Not only to complete basic responsibilities but also to become a good one (Mark'oczy & Xin, 2004). An organization is successful if its members not only achieve the mission. Primarily, but are also willing to perform additional tasks, such as expecting to cooperate, support each other, be involved, be actively involved, provide additional services, and willingness to use their time effectively (Robbins, 2015). Furthermore (Turnipseed & Rassuli, 2005) revealed that OCB is extra behavior from someone who is beneficial to the organization. OCB is also a unique aspect of individual activities at work (Hui, Lam, & Law, 2000) and is a habit or behavior that is carried out voluntarily, is not part of a formal job, and is indirectly recognized by the reward system. Therefore, OCB is known to increase the effectiveness, efficiency, and performance of an organization (Asbari *et al.*, 2020).

Additional actions by someone who is beneficial to the organization Service Performance of the Food Security and Agriculture Service Office of Probolinggo Regency The performance of the Food Security and Agriculture Service within the 2015–2021-time limit places more emphasis on efforts to food security and increase production of agricultural crops. In matters of food security, there is much that must be achieved, this is due to the provision of Minimum Service Standards (SPM) that must be achieved in Food Security. This stipulation in the targets set in 2015, also refers to the MDGs, in practice, there are still many that have not been achieved. Some of them are food reserves that are not yet optimal, access to food is not optimal, and there are still many food-insecure villages.

Employee performance results in the Business Development work program at the Food Security and Agriculture Office of Probolinggo Regency were declared less than optimal. According to the results of interviews with several employees, it shows that the work program is stated to be less than optimal. This was caused by several factors, one of which was post-covid and the spread of the PMK virus in referral villages, program realization did not reach the target, lack of innovation from employees and lack of employee initiative to obtain report data which caused miscommunication between employees. Therefore, it becomes the task of performance improvement in improving the quality of performance to be better. Based on the background and reviews above, the researcher is interested in

conducting research with the title the influence of transformational leadership style on employee performance with organizational citizenship behavior (OCB) as a mediation variable.

## LITERATURE REVIEW

According to Dessler (2015) employee performance is work performance, namely the comparison between work results that can be seen in real terms with the work standards set by the organization. Then according to Darmadi (2021) performance is the result of activities carried out by employees after being limited by time and goals. These work activities must be limited so that they can be completed according to the specified targets, and do not deviate from company goals. In addition, so that work activities are carried out in accordance with standards and procedures, so that they can run effectively and efficiently. Performance includes a person's contribution to the organization, which refers to actions that are part of a formal reward system and fulfill requirements as specified in job descriptions (Sonnetag *et al.*, 2008). A leader is someone who motivates us to go beyond what is expected. The motivation of a leader can be achieved by increasing awareness of how important results are and how to get or achieve them. That a leader encourages his followers to put aside personal interests for the benefit of the team or organization. According to Gibson (2012) transformational leadership is the ability to inspire and motivate followers to achieve beyond what was previously expected.

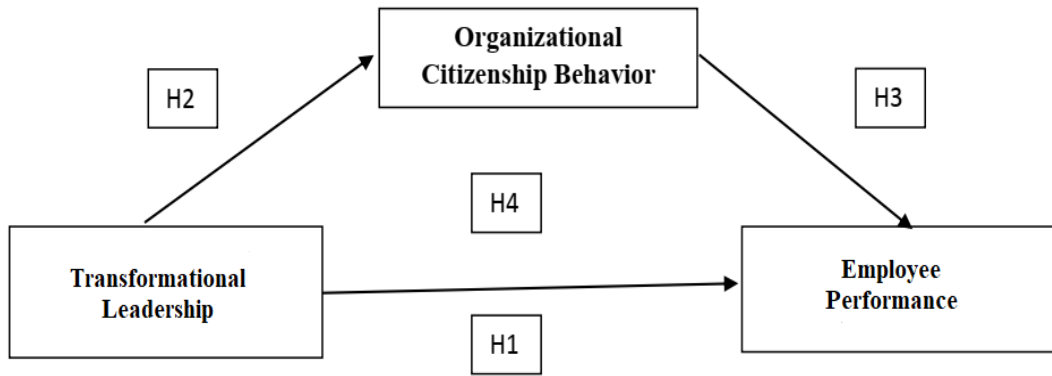
According to Adams-Robinson (2021) OCB is the behavior of an employee who does not only do work according to the demands of the task or is formally given by the company, but he also does extra work outside of the demands of his duties which aims to achieve organizational success and effectiveness. Employees who have good citizenship have characteristics that are willing to help other members of the team, voluntarily want to do extra work, try to avoid unnecessary conflicts, respect the spirit and regulation as there are rules, are willing to tolerate losses and disturbances associated with work (Stephen & Judge, 2015). OCB is the behavior of an employee who not only works according to the requirements of the task or job formally given by the company, but also does additional work outside the requirements of his duties. Well-trained employees are characterized by being ready to help other team members, willingly doing more work and trying to avoid unnecessary trouble. This is supported by previous research by Nugroho (2019) showing the results that transformational leadership style has a significant effect on employee performance. Leadership style has a very large influence on employee performance, and significantly influences performance in a company. Lismiatun (2018) showing the results that transformational leadership style has a significant influence on organizational citizenship behavior (OCB). Because strong leadership is a requirement for every team that has high performance so that they feel satisfied and willing to work. Lestari & Ghaby (2018) research result was organizational citizenship behavior (OCB) has a significant effect on employee performance. Because in achieving high performance, companies must improve the formation of organizational citizenship behavior (OCB) behavior towards their employees, namely behavior that exceeds the task targets set out in the job description. Research by Prahesti *et al.* (2017) show that transformational leadership style has a significant effect on performance through Organizational Citizenship Behavior (OCB) as mediation. Therefore, the hypotheses in this research were:

**H1** = Transformational leadership influences employee performance

**H2** = Transformational leadership influences organizational citizenship behavior (OCB)

**H3** = Organizational Citizenship Behavior (OCB) influences employee performance

**H4** = Organizational citizenship behavior (OCB) mediates the influence of transformational leadership on employee performance



**Figure 1.** Research Framework Model

**RESEARCH METHODS**

This type of research is quantitative, this method is a type of research whose specifications are systematic, structured and clearly planned from start to design. According to Sugiyono (2016) Staff of the Probolinggo District Food Security and Agriculture Agency were involved in this study as business development extension facilitators in East Java. And the sampling technique used in this study is saturated sampling. Where all the population is used as a sample. Therefore, the sample used in this study was 30 employees of the Probolinggo Regency Food Security and Agriculture Agency. By distributing questionnaires to collect the main data of the research. Likert scale is used as the scaling method in this investigation. The technique for data analysis uses SmartPLS

**RESULTS AND DISCUSSION**

The results of the characteristics of the respondents showed that the respondents in this study were men with an age range of 31-40 years and working experience of more than 5 years. The demographic details of the respondents can be seen in table 1.

**Table 1.** Characteristics of Respondents

Category	Item	Total	Percentage
Gender	Man	19	63%
	Woman	11	37%
Age	20-30	4	10%
	31-40	12	40%
	41-50	10	30%
	51-60	6	40%
Final Education	High School/Equivalent	10	33%
	Diploma	7	24%
	S1	13	43%
	S2	0	0%
Length of Service	< 1	7	13%
	1-3	4	24%
	4-6	15	50%
	> 6	4	13%

*Source: Data processed by the author (2023)*

Measurement of the convergent validity of the outer model is by looking at the outer loading value of each variable. If the outer loading value is above 0.5, then the indicator is declared validly convergent. The test results are presented in the following table:

**Table 2.** Tabulation of Loading Factor Results

Variable	AVE	Information
Transformasional Leadership(X)	0.873	Valid
Employee Performance (Y)	0.762	Valid
Organizational Citizenship Behavior (Z)	0.814	Valid

One measure of construct reliability is composite reliability. The tools used to assess this are composite reliability and Cronbach's alpha. The composite reliability value of 0.6 – 0.7 is considered to have good reliability and the Cronbach's alpha value is expected to be above 0.7 (Ghozali & Hengky 2015). The following are the results of reliability measurements.

**Table 3.** Cronbach's Alpha and Composite Reliability

Variabel	Cronbach's Alpha	Note
Transformasional Leadership(X)	0.951	Reliable
Employee Performance (Y)	0.921	Reliable
Organizational Citizenship Behavior (Z)	0.971	Reliable

From the table above, the test results show that all composite reliability and Cronbach's alpha values show a value greater than 0.7, so that composite reliability and Cronbach's alpha are fulfilled, so it can be concluded that all indicators are indeed a measure of the construct. each variable.

**Table 4.** Hypotheses Results

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Transformasional Leadership (X)	0.613	0.643	0.136	4.491	0.000
→ Employee Performance (Y)					
Transformasional Leadership (X) → OCB (Z)	0.814	0.797	0.115	7.052	0.000
OCB (Z) → Employee Performance (Y)	0.366	0.335	0.163	2.252	0.024

In the table above transformational leadership on employee performance has an original sample value of 0.814 (positive effect), a t-statistic of 7,052 > 1.96 and a p-value of 0.000 < 0.05. These results interpret that there is a positive and significant effect of transformational leadership on employee performance. So that hypothesis 1 which states transformational leadership has a significant effect on employee performance is accepted. This result means that the higher the transformational quality of the general field and the staffing of the Probolinggo Regency Food and Agriculture Security Service is applied, the higher and greater the influence on employee performance. These results are strengthened and supported by the findings of previous researchers conducted by Jyoti & Bhau (2015), Ariesta (2016)

and Nugroho (2019) that transformational leadership has a positive and significant effect on employee performance.

In the table above transformational leadership on OCB has an original sample value of 0.613 positive effect, t-statistic of 4,491 > 1.96 and p-values of 0.000 <0.05. These results interpret that there is a positive and significant influence of transformational leadership on OCB So that hypothesis 2 which states transformational leadership has a significant effect on OCB is accepted. These results are strengthened and supported by the findings of previous researchers conducted by Lismiatiun (2018), Purwanto (2022), that transformational leadership has a positive and significant effect on organizational citizenship behavior. In this case a leader who is able to convey the company's vision and mission well, is able to provide encouragement, stimulates creativity and is able to train his subordinates will lead to OCB behavior in employees, this relationship is supported by social exchange theory which states that when employees have been treated well by the organization then they will tend to repay the favor by behaving and participating in the organization.

In the table above OCB on employee performance has an original sample value of 0.366 (positive effect), a t-statistic of 2,252 > 1.96 and a p-value of 0.024 <0.05. These results interpret that there is a positive and significant influence between OCB on employee performance. So that hypothesis 3 which states OCB has a significant effect on employee performance is accepted. These results are strengthened and supported by the findings of previous researchers conducted by Lestari & Suryani, (2018), Suswati *et al.*, (2021), Albloush (2020), and Purwanto (2022) that organizational citizenship behavior has a positive and significant effect on employee performance. In this case the ocb behavior is the contribution of an employee who works beyond the demands of his duties at work. Improving the performance of an organization is greatly influenced by the quality of behavior given by employees in it, where this behavior is expected not only to be related to the quality of implementation or assigned tasks (in-role) but more than that also to be extra-role. Organizational citizenship behavior is able to support individual performance and organizational performance for better organizational development

In the table above OCB on employee performance has an original sample value of 0.298 (positive effect), a t-statistic of 2.329 > 1.96 and a p-value of 0.020 <0.05. These results interpret that there is a positive and significant effect of transformational leadership on employee performance through OCB. So that hypothesis 4 states OCB mediates the effect of transformational leadership on employee performance is accepted. These results are strengthened and supported by the findings of previous researchers conducted by Prahesti *et al.*, (2017) that transformational leadership has a positive and significant effect on employee performance through organizational citizenship behavior as a mediating variable.

## CONCLUSION

Based on data analysis and research obtained by the business guidance staff of the Food and Agriculture Security Agency of Probolinggo Regency, it was concluded that the transformational leadership of the Food Security and Agriculture Agency of Probolinggo Regency is in the high category, employee performance is in the high category, and the OCB variable is in the strong category. The results of the study state that transformational leadership has a positive and significant effect on employee performance. This result means that the higher the quality of management applied by service managers to employees of the Business Development Sector of the Food Security and Agriculture Office of Probolinggo Regency, the higher the performance of these employees. Transformational leadership has a positive and significant effect on OCB. This result means that the higher the leadership quality of the service manager, the higher the OCB behavior. Organizational citizenship behavior has a



positive and significant effect on employee performance. These results indicate that the stronger the behavior of the employees of the Probolinggo Regency Government's Food Security and Agriculture Office in the field of business development, the stronger the OCB behavior, the higher the quality of employee performance. Transformational leadership indirectly affects employee performance through OCB which has a positive and significant effect. These results indicate that the OCB variable is a mediating variable for the indirect effect of transformational leadership on employee performance.

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