

THE INFLUENCE OF LEADERSHIP STYLE TRANSFORMATIONAL, COMMITMENT ORGANIZATION WITH USE INTERVENING VARIABLE SATISFACTION WORK TO ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AT PT BRP KEDUNG ARTO, SEMARANG

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Abstract Bank as one of the companies that prioritizes service quality is required to be able to provide the best service and satisfaction for customers. All parts are elements of bank HR that provide important contributions to service quality, therefore employee behavior plays an important role in a bank's service. This study aims to analyze the effect of transformational leadership and organizational commitment on *organizational citizenship behavior* with job satisfaction as an intervening variable. This study writing uses primary data obtained from distributing questionnaires using *census techniques* to 101 employees of the PT BRP Kedung Arto head office, Semarang. Data analysis in this writing uses the technique regression. The results of the writing show that transformational leadership and organizational commitment have a positive and significant effect on job satisfaction, and transformational leadership, organizational commitment, and job satisfaction have a positive and significant effect on *organizational citizenship behavior*. However, the results of this writing also found that job satisfaction is a less strong antecedent to *organizational citizenship behavior* and is a less good mediating variable between transformational leadership and organizational commitment to *organizational citizenship behavior*. Considering that OCB is highly influenced by the performance results of employees, it is necessary to pay regular attention to salaries, rewards and matters related to employee performance stimulation. Because some of these things are dynamic, the company needs to *update them* regularly.

Keywords: transformational leadership, organizational commitment, job satisfaction, *Organizational Citizenship Behavior*

1. Introduction

According to conventional theory, private employees are always associated with service work for the interests of consumers. In particular, employees who work in government organizations are considered motivated by their concern for the interests of consumers and how they can serve the desires of consumers. Private employees are assumed to have a more ethical character, to prioritize intrinsic rewards over extrinsic rewards (Crewson, 2007). Research conducted by Houston in 2000 in Knoxville entitled *Public Service Motivation: A Multivariate Test* supports the Conventional theory. The results of the study stated that there is still high job satisfaction of employees to provide services to the community without regard to salary, benefits or awards in various forms.

Employee with OCB will display dimensions *conscientiousness* that is one of the indicator is comply rules and procedures company although No someone saw or supervise it (Niehoff and Moorman, 1993). By thus behavior this *conscientiousness* need developed in situation like this and it is expected owned by each employee with objective capable reduce level violation discipline that happen. Behavior *extra-role* or OCB is highly expected in industry, in particular

banking Because proven capable increase efficiency and effectiveness . Behavior This need developed and maintained to be able to Keep going give impact positive for organization . Here are some *research gaps* used by the author to be used as a guideline. Examining the influence of leadership style on OCB in small and medium-scale companies that all leadership style variables (*charismatic, transactional, and transformational*) have a positive influence on OCB and for *transformational leadership* and *leadership style variables* have a positive and significant influence on OCB (Khan, Ghouri, and Awang 2013). Examining the influence of transformational leadership and *personality traits variables* on OCB in the banking sector in Pakistan, states that *personality traits variables* have a negative and significant influence on OCB (Malik, Ghafoor, and Iqba 2012). Examining the influence of the three components of organizational commitment (*affective commitment, continuance commitment, and normative commitment*) on OCB states that *normative commitment* and *continuance commitment variables* have a significant positive influence on OCB while *affective commitment variables* do not have a significant influence on OCB (Mohamed and Anisa 2012). Based on review above , writing This done For development a number of study previous about influence leadership transformational , commitment organizational , and satisfaction work , towards OCB. Beside That results study this can also used as reference in taking the decision used in frame improve employee OCB so that they can more adaptive to continuous change occur and persist within competition the banking industry is increasingly competitive .. Based on background behind the problem that has been outlined said , then can formulated problem his research as following : How influence leadership transformational to satisfaction Work ? , How influence commitment organization to satisfaction work ? , How influence leadership transformational towards OCB?, How influence satisfaction Work towards OCB?, How influence commitment organizational towards OCB?.

2. Literature Review

Organizational Citizenship Behavior (OCB)

OCB is behavior voluntary individuals outside description the job that in a way explicit or in a way No direct recognized by the system award formally, and in aggregate can increase function effectiveness in A organization (Organ, 1997). OCB is behavior voluntary individuals outside description work which in a way explicit or in a way No direct recognized by the system award formally, and in aggregate can increase function effectiveness in A organization . However more from half century ago , Barnard (in Jahangir, Akbar, Haq, 2004) has state draft similar with OCB, the concept the stated with “ *willingness of individuals to contribute cooperative efforts to the organization was indispensable to effective attainment of organizations goals* ” namely willingness individual For contribute with method make an effort cooperate with organization is very necessary For reach objective - objective organization with effective . Then Katz (in Budihardjo , 2004), to put forward draft similar that is *innovative and spontaneous behaviors* or behavior innovative and spontaneous . With indicator as following : Empathy , Caring , Initiative , Cooperation Updates.

Leadership

Jackson, Schuler, and Werner (2010) stated that that leadership that effective is leadership that ensures employees Work For reach same result with set vision , mission , and values . Together vision , mission and values a company , forming a framework Work which directs employee to One direction .

Miscellaneous leadership :

a. Leadership Charismatic

According to the house (in Judge, et al. 2006) leadership charismatic is theory leadership where are the followers look at as ability heroic leadership or the outside normal when they observe behaviors – behaviors certain from leader They . According to Ivancevich, Konopaske, and Matteson (2006) leaders charismatic is a capable leader realize atmosphere motivation on base commitment and identity emotional in vision , philosophy and style they in self his subordinates .

b. Leadership Transactional and Transformational

According to Robbins and Judge (2008), leaders transactional is type a leader who directs or Motivate follower they going to the target that has been set with to clarify roles and duties they . Leader transactional according to Ivancevich, Konopaske, and Matteson (2006) is a helpful leader his followers For identify What should done For reach desired result (more output) quality , improvement sales , or decline cost production) and ensure his followers own source the power required . leader transformational According to Robbins and Judge (2008), it is a leader who inspires his followers For put aside interest personal they are for the good organization and they capable own an extraordinary influence usual in self his followers . Leadership transformational referring to to the leader who move his followers beyond interest his personal through ideal influence or charisma , inspiration , stimulation intellectual , and consideration is individual (Bass, 1997). with indicator as following : Pride , Self- Confidence , Role Model , Optimism , Attention , Educational .

c. Commitment Organization

Commitment organizational is a attitude shown employee to company Where He always take sides his company and has desire For maintain membership in organization said . company . Research This use three dimensions commitment organizational , namely affective commitment, continuance commitment, and normative commitment (Allen and Meyer, 1990). With indicator as following : Happiness , Engagement , Sense of Belonging

d. Satisfaction Work

Satisfaction Work is individual things . Every individual have level different levels of satisfaction , as defined by Kreitner and Kinicki (2005), that satisfaction Work as effectiveness orresponse emotional to various aspect job . Definition This contain understanding that satisfaction Work is not a draft single , on the other hand somebody can relatively satisfied with a aspect from his job and not satisfied with one of or a number of aspect others . In line with Kreitner and Kinicki, Robbins and Judge (2008) defining satisfaction Work as a feeling positive about work someone who is results from A evaluation . Luthans (2006) argues that satisfaction Work is feeling worker or related employees with his job , namely feel like or No happy , as results evaluation the individual concerned to his job .) . With indicator as following : Salary , Promotion Position , Company Support , Coworker Support

Framework thinking in study This consists of from the dependent variable is success effort and independent variables is interest business ,, motivation business and business capital . By concise , conceptual model used in study This can seen in the picture following :

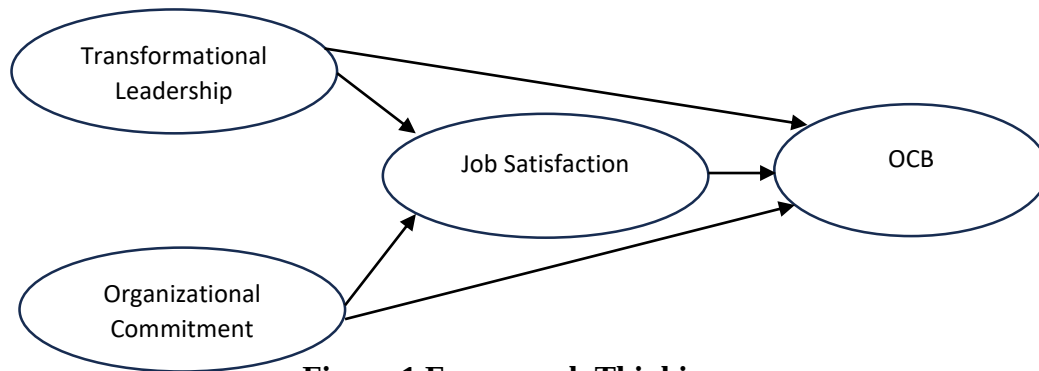


Figure 1 Framework Thinking

From the picture above can show connection between variable leadership transformational (X1), Commitment Organization (X2), intervening variable Satisfaction work and OCB (Y).

H1: leadership transformational influential to commitment organization

H 2 : Commitment Organization influential to satisfaction Work

H 3 : Leadership transformational influential towards OCB

H 4 : Satisfaction Work influential towards OCB

H 5 : Commitment organizational influential towards OCB.

3. Method

Population and Sample

Population is combination from all over shaped elements event , thing or a person who has similar characteristics that become center attention a researcher Because That viewed as A universe research (Ferdinand, 2007). Population from study This is employees of PT. BPR Kedung Arto Semarang. With amount population of 101 people (HR Update, 2024). The sample is a subset of population, consisting of from a number of member population.subset This taken Because in Lots case No Possible researching all over member population (Ferdinand, 2007). Stages furthermore is determine amount sample from existing population that is all over population as many as 101 people who became sample

Study This use technique census, namely method data collection when all over element population investigated one by one. Data obtained the is results true value processing or often also called parameters (Supranto, 2008). Characteristics sample in study this is; Service Section (Frontliner, Operational) with total of 43 respondents and the Marketing Department (Marketing and Promotion) with the number of respondents is 58. So the total of sample there are 101 respondents.

Variables and Indicators

Table 1 Operational Research Variables

No	Variable	Definition	Indicator
1	Variable Y <i>Organizational Citizenship Behavior</i>	OCB is behavior voluntary individuals outside description the job that in a way explicit or in a way No direct recognized by the system award formally, and in aggregate can increase function effectiveness in A organization (Organ, 1997).	• <i>Empathy</i> • Concern • Initiative • <i>Update</i> - Cooperation
2	Variable X1 Transformational Leadership	Leadership transformational referring to the leader who move his followers beyond interest his personal through ideal influence or charisma , inspiration , stimulation intellectual , and consideration individual in nature (Bass, 1997).	• Pride • Self-confident • Example • Optimistic • Attention • Educative
3	Variable X2 Organizational Commitment	Commitment organizational is a attitude which is shown employee to company Where He always take sides his company and own desire For maintain membership in organization said . company . Research This use three dimensions commitment organizational , namely <i>affective commitment</i> , <i>continuity commitment</i> , and <i>normative commitment</i> (Allen and Meyer, 1990).	• Happiness • Involvement • A sense of belonging
4	Variable X3 Job satisfaction	Satisfaction Work is feeling worker or employees who relate with his job , namely feel like or No happy , as results evaluation the individual concerned to his job .	• Wages • Job - Promotion • Corporate Support • Coworker Support

Source: Processed data, 2024

1. Method of collecting data

Methods used in study This is method survey and engineering data collection using the questionnaire that was realized in form statement . Questionnaire is technique data collection carried out with method give a set statement written to Respondent For answered

2. Research methods

In the research This using assumption test classical , multiple linear regression , t-test, f-test and coefficients determination . model testing and path analysis.

4. Results and Discussion

In the research results from the assumption test classic all the result No occurred . The results of multiple linear regression on

Table 2 Equations Regression Step 1

		Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	13,667	4.125		3.313	.001	
	Transformational Leadership	.346	.096	.319	3,595	.001	.954 1,048
	Organizational Commitment	.428	.113	.338	3.803	.000	.954 1,048

a. Dependent Variable: Satisfaction Work

$$\text{Equation } Y_1 = 0.346X_1 + 0.428X_2$$

From the equation stepwise linear regression mentioned above show that :

- β_1 (value coefficient X_1 regression shows direction positive) of 0.346 means if has meaning if Leadership Transformational more improved , then satisfaction Work will increase.
- β_2 (value coefficient X_2 regression shows direction positive) of 0.428 means if Commitment Organization increase so satisfaction Work will increase .

Table 4 Equality Regression Gradually 2

		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	11,056	3,573		3.095	.003	
	Transformational Leadership	.179	.084	.188	2.121	.036	.843 1.186
	Organizational Commitment	.283	.099	.255	2,856	.005	.832 1.202
	Job satisfaction	.300	.083	.342	3.612	.000	.738 1.355

a. Dependent
Variable: OCB

Source: Processed primary data, 20 24

$$\text{Equation } Y_2 = 0.179X_1 + 0.283X_2 + 0.300Y_1$$

From the equation multiple linear regression mentioned above show that :

- β_3 (value coefficient X_1 regression shows a positive direction) of 0.179 means if Transformational Leadership more improved , then OCB will increase .
- β_4 (value coefficient X_2 regression shows a positive direction) of 0.283 has meaning if Organizational Commitment more improved , then OCB will increase .

- c. β_5 (value coefficient regression Y_1 shows a positive direction) of 0.300 means if Job satisfaction increases , OCB will increase.

Results of the coefficient test terminated in essence measure how much Far model capability on variables free (X) in explain variation variable bound (Y).

Table 5 Coefficients Determination Stage 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.512 ^a	.262	.247	4.18193	.262	17,406	2	98	.000

a. Predictors: (Constant), Organizational Commitment, Transformational Leadership

b. Dependent Variable: Job Satisfaction

Source: Processed primary data, 20 24

Based on the table above show that the magnitude mark coefficient determination indicated by the value *Adjusted R Square* that is by 0.247 , p . This means that variation job satisfaction capable explained by transformational leadership and organizational commitment as big as 24.7 % while the rest as big as 75.8 % is explained by other factors that are not investigated in study This .

Table 6 Coefficients Determination Stage 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.599 ^a	.359	.339	3.43463	.359	18,071	3	97	.000

a. Predictors: (Constant), Job Satisfaction, Transformational Leadership, Organizational Commitment

b. Dependent Variable: OC

Source: Processed primary data, 20 24

Based on the table above show that the magnitude mark coefficient determination indicated by the value *Adjusted R Square* that is by 0.339 , p . This means that OCB capable explained by transformational leadership, organizational commitment and job satisfaction, as big as 33.9 % while the rest as big as 66.1 % is explained by other factors that are not investigated in study This .

5. Conclusions

From the discussion that has been outlined as well as based on the author's data get from study as has been discussed in thesis this , then can withdrawn conclusion as following :

- 1) Variables leadership transformational influential positive and significant to satisfaction work. It means the more Good leadership transformational The Leaders at PT BPR Kedung Arto will increase satisfaction Work his employees.
- 2) Variables commitment organization influential positive and significant to satisfaction work. The more Good commitment a organization so will the more increase satisfaction Work his employees.
- 3) Variables leadership transformational influential positive and significant to performance employee. It means the more Good leadership transformational will increase OCB.
- 4) Variables commitment organization influential positive and significant towards OCB. The more Good commitment a organization so will the more increase OCB of its employees.
- 5) Variables satisfaction Work influential positive towards OCB. This means the more tall satisfaction Work from employee will increase employee OCB.

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