

The Role of Transformational Leadership in Moderating the Relationship between Organizational Commitment and Job Satisfaction on Organizational Citizenship Behavior

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Abstract

This study aims to determine the relationship between job satisfaction to OCB and organizational commitment partially and simultaneously, by investigating the role of transformational leadership as a moderator variable at CV. Bangun Mandiri. The population of this study were all employees of CV, using testing techniques with the Smart PLS application. This study uses Measurement Model Analysis (Outer Model), Structural Model Analysis (Inner Model), and Hypothesis Testing. The results of this study indicate that Organizational Commitment and Job Satisfaction have no significant effect on OCB. In contrast, Transformational Leadership has a substantial effect on OCB but does not moderate the relationship between Organizational Commitment and Job Satisfaction with OCB. Thus, only Transformational Leadership has a direct impact on increasing OCB without strengthening other relationships.

Keywords: *OCB, Organizational Commitment, Job Satisfaction, Transformational Leadership*

INTRODUCTION

An organization must have goals that are expected to be achieved. Therefore, components are needed that can be used to achieve organizational goals. Human resources (HR) is one of the important components that help a company achieve its goals. To ensure that an organization or company achieves its goals, human resource management plays an important role in planning, organizing, developing, directing, and controlling managerial and operational functions (Rahsel & Gumanti, 2022). In the study of human resources, there is a science that studies the behavior of people in organizations called Organizational Behavior. In the science of organizational behavior, there are several attitudes and behaviors in organizations.

Transformational leadership has become a major focus in organizational management research due to its potential to shape employee behavior and performance. In an era of ever-changing business dynamics, transformational leadership can help increase team members' commitment, passion, and loyalty, ultimately resulting in growth and success for the organization through motivating and innovative ideas (Moradi & H, 2016). Transformational leadership is when a leader expresses inspiring new ideas, demonstrates great passion and self-belief, sets clear standards, encourages team members to share in the vision, and invites them to take initiative beyond their regular work (Bush, 2018). Distinguishing the goals of transformational leaders from those of transactional leaders. Transformational leaders build lasting relationships, while transactional leadership is more focused on achieving immediate goals and rewards, with maintaining the existing situation as the top priority (Asrarudin, 2023).

One important aspect of organizational success, Organizational Citizenship Behavior (OCB) is defined as the behavior of individuals who participate voluntarily in an organization. This behavior is not directly required by the organization and is not counted in the formal reward system. Dennis W. Organ in The Oxford Handbook of Organizational Citizenship Behavior

(Organ, 2016) OCB is a type of behavior and contribution that is not directly mentioned in the job description. This behavior is voluntarily carried out by employees to help the organization achieve its goals. Research belonging to (Maulana et al., 2022) argues that OCB is voluntary behavior from employees that can contribute to the development of the company, this behavior is not included in employee regulations and contracts including job descriptions. Individual behavior is voluntary and not directly regulated in the formal reward system, but if this behavior is carried out en masse by employees then, this behavior will improve the functioning of the company. OCB aims to help the organization achieve its goals and increase work effectiveness (Rohimah, 2023). In research by Kevin Rose, Ann Herd and Stephanie Palacio Organizational Citizenship Behavior (OCB) is voluntary employee behavior, such as helping colleagues or supporting the organization, which has a positive impact on organizational performance (Rose et al., 2017).

Furthermore, organizational commitment is an attitude or value orientation that shows how much employees think about, pay attention to, and prioritize their work and organization. Organizational commitment also includes an attitude that likes the organization and is ready to make every possible effort to achieve organizational goals (Yusuf & Syarif, 2018). said that organizational commitment is an attitude that shows employee loyalty to the organization and its ongoing processes. It is a way for organizational members to show their concern for the success and progress of the organization (Darmawati, Lina Nur Hidayati, 2013). When employees' attitudes show a desire to stay in the organization with their willingness to dedicate themselves to their workplace, it is possible for employees to voluntarily take actions that exceed their main duties and functions in the organization (Maulana, Mizan, Zaitun Ritaqwin, 2022).

Job satisfaction according to Stephen Robbins in his book entitled *Essentials of Organizational Behavior Fifteenth Edition* explains that a positive impression of the job arises after evaluating its characteristics. Individuals who are satisfied with their jobs generally have a positive view of them, while those who are not satisfied tend to feel negative about them (Robbins & Judge, 2022). In other words, job satisfaction is the result of a person's interaction with their work environment. The more suitable employees are to their work environment, the more satisfied they are in their jobs (Andreani & Petrik, 2016). Alalwan explained that employee satisfaction, including overall satisfaction, has an impact on company performance, including return on assets, operating margin, and revenue per employee (Alalwan et al., 2016). Meanwhile, according to Abu Khalaf, job satisfaction mediates the impact of employee engagement on organizational performance, enabling companies to achieve better results and greater profits (Abu Khalaf et al., 2019).

The previous research was conducted by Weiping Jiang, Xiaonbo Zhao, and Jiongbini Ni (2017) entitled "The Impact of Transformational Leadership on Employee Sustainable Performance: The Mediating Role of Organizational Citizenship Behavior". The results of this study indicate that employee sustainable performance is positively influenced by transformational leadership. In addition, more than half of the influence is mediated by their organizational citizenship behavior. There are differences between this research and the research we conducted, namely the number of respondents and also different case studies (Jiang et al., 2017)

Second, research was conducted by Anis Eliyana, Syamsul Ma'arif, and Muzakki (2019) entitled "Job Satisfaction and organizational commitment effect in transformational leadership towards employee performance". The results of this study indicate that transformational leadership has a significant direct effect on job satisfaction and organizational commitment. However, transformational leadership cannot have a significant impact on performance if intervened by organizational commitment and cannot have a direct impact on performance.

There are shortcomings in the research, namely, the small scope of the organization so the resulting research is less concrete and comprehensive (Eliyana et al., 2019).

Third, research conducted by Rajesh Kumar Sharma, and Dr. KK Sharma (2022) entitled "Transformational Style of Leadership and Organizational Citizenship Behavior: Application in Institutes of Higher Learning". The results of this study indicate that the transformational leadership style encourages positive changes and has a good impact on OCB in higher education. There is a difference between this research and the research we do, which lies in the research method used (Qualitative) (Sharma et al., 2022)

This study seeks to examine the effect of job satisfaction and organizational commitment on OCB with transformational leadership as a moderating variable that is thought to fulfill the research deficiencies in previous studies. Furthermore, the purpose of this study is to investigate the relationship between two variables that affect OCB: organizational commitment and job satisfaction, as well as the role of transformational leadership in regulating the relationship between organizational commitment and OCB and job satisfaction. This research is expected to help managers create useful leadership strategies to improve overall organizational performance.

RESEARCH METHODS

Quantitative research, rooted in positivist theory, is used to study populations or sample sizes. This method is used to collect data using research instruments, analyze data using quantitative and statistical techniques, and test predetermined hypotheses (Sugiyono, 2019).

To determine the relationship between the variables tested, namely organizational commitment, job satisfaction, OCB, and transformational leadership. Using data collection techniques in the form of a questionnaire given to respondents, where the respondents are all employees of CV. Bangun Mandiri. This company also has sufficient strength to conduct research, so it can be a suitable object for research. CV Bangun Mandiri manufacturing company is different from other similar companies because it has many workers and sufficient strength to conduct research. this company also has a good relationship with its employees, so it can be a good example for research that will examine how transformational leadership moderates organizational commitment and job satisfaction on OCB which is thought to fulfill the research gap in previous studies. The data obtained will later be tested with the Smart PLS application. The tests include Measurement Model Analysis (Outer Model), Structural Model Analysis (Inner Model), and Hypothesis Testing.

RESULT AND DISCUSSION

Description of Respondent Profile

Respondents in this study were employees of CV Bangun Mandiri. With a total sample distribution of 65 respondents. The distribution of questionnaires began on April 29, 2024 to May 4, 2024. Respondents were asked to fill in their identity to fill out a questionnaire which included information such as gender, age, and latest education, providing answers to statements on the research variables. Here are the details of the questionnaire:

Table 1. Questionnaire Distribution

Description	Total	Percentage (%)
Distributed	65	100%
Returned Questionnaires	65	100%

Questionnaires Not Returned	0	0 %
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Source: Processed Results, 2024

The characteristics of respondents based on gender, age, and latest education are described in the tables below:

Table 2. Gender Profile of Respondents

Description	Frequency	Percentage (%)
Male	8	12,3%
Female	57	87,7%
Total	65	100%

Source: Processed Results, 2024

Table 2 shows that out of a total of 65 respondents, the number of male respondents amounted to 8 people (12.3%) and 57 women (87.7%).

Table 3. Age Profile of Respondents

Description	Frequency	Percentage (%)
< 25 Years	4	6,1%
25 - 35 Years	27	41,5%
36 - 45 Years	20	30,8%
> 45 Years	14	21,6%
Total	65	100%

Source: Processed Results, 2024

Table 3 shows that the majority of respondents in this study were 41.5% 25 - 35 years old. This gives an understanding that the age of most people working at CV Bangun Mandiri is that age.

Table 4. Respondents' Last Education Profile

Description	Frequency	Percentage (%)
SD/SLTP	1	1,5%
SMA / Sederajat	6	9,3%
Diploma	37	56,9%
S1	21	32,3%
S2	0	0%
Total	65	100%

Source: Processed Results, 2024

Table 4 shows that the majority of respondents in this study, 56.9%, had a diploma.

Testing the Measurement Model (Outer Model).

Convergent Validity

Convergent Validity is applied by looking at the value of the *outer loadings*. Outer loading is the correlation value of a question item with an indicator of a variable. According to Hair et al, (1998) *outer loadings* > 0.5 are generally considered significant. Therefore, loading factor values less than 0.5 must be eliminated from the model. Furthermore, if the AVE is greater than 0.5, this indicates that half the *construct* explains the indicator more. Meanwhile, if the AVE value is <0.5, the lowest *loading factor* value of the variable must be eliminated from the model.

Internal Consistency

Internal consistency reliability of a *construct* on reflective indicators is done in two ways, namely by looking at *Cronbach's Alpha* and *Composite Reliability*. A variable is said to be reliable if it has a *Cronbach's Alpha* value > 0.7 and *Composite Reliability* > 0.7.

Discriminant Validity

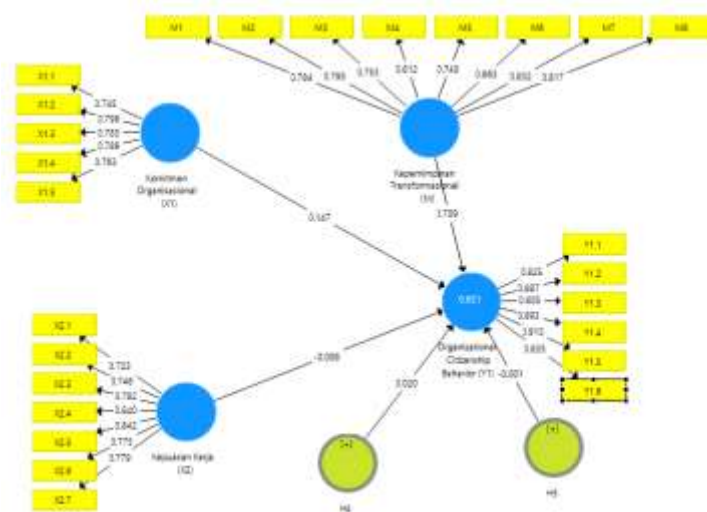
A research model is said to have good *discriminant validity* if the *loading* value of the intended *construct* is higher than the *loading* value of other *constructs*. Measurement of *discriminant validity* can be done using *Fornell-Lacker*.

Table 5. Outer Model Test Results

Variables	Indicator	Convergent Validity		Internal Consistency Reliability	
		Loading	AVE	Composite Reliability	Cronbach's Alpha
Organizational Commitment (X1)	X1.1	0.745	0.602	0.883	0.834
	X1.2	0.798			
	X1.3	0.783			
	X1.4	0.789			
	X1.5	0.763			
Job Satisfaction (X2)	X2.1	0.723	0.616	0.918	0.896
	X2.2	0.746			
	X2.3	0.782			
	X2.4	0.840			
	X2.5	0.842			
	X2.6	0.775			
	X2.7	0.779			
Transformational Leadership (M)	M.1	0.784	0.641	0.934	0.920
	M.2	0.795			
	M.3	0.753			
	M.4	0.812			
	M.5	0.740			
	M.6	0.863			
	M.7	0.832			
	M.8	0.817			
Organizational Citizenship Behavior (Y)	Y1.1	0.825	0.740	0.945	0.929
	Y1.2	0.887			
	Y1.3	0.805			
(Y)	Y1.4	0.893			
	Y1.5	0.913			
	Y1.6	0.835			

Source: Primary Data Tested, 2024

Figure 1. Outer Model Testing Results



The results of testing the PLS Algorithm model, in Table 5, measure *convergent validity* and *internal consistency reliability*. *Convergent validity* shows that all indicators in all research variables have met the criteria of more than 0.50 and all variables have an AVE of more than 0.50. The *internal consistency reliability* value on *Cronbach's alpha* and *composite reliability* of all variables has met more than 0.70.

Table 6 . Fornell-Lacker criteria

Variables	Transformational Leadership (M)	job satisfaction (Y)	Organizational Commitment (X2)	Organizational Citizenship Behavior (X1)
Transformational Leadership (M)	0.801			
Job Satisfaction (X2)	0.829	0.785		
Organizational Commitment (X1)	0.736	0.815	0.776	
Organizational Citizenship Behavior (Y)	0.801	0.688	0.652	0.861

Source: Primary Data Tested, 2024

From Table 6, the results of the *Fornell-Lacker* criteria show that the square root value of AVE on each latent variable is greater than the correlation value, so the latent variables in this research model are declared to have good *discriminant validity*.

Structural Model Analysis (Inner Model)

After testing the measurement model (*outer model*) which has met the requirements, then *structural* testing (*inner model*) is carried out. The *inner model* is tested by looking at the *r-square* value (indicator reliability) for the dependent latent variable, and the significance test.

Coefficient of Determination (R-Square)

This coefficient serves to measure the ability of endogenous variables to explain exogenous variables. An *R-square* value of 0.67 indicates the ability of endogenous variables to strongly predict a model, a value of 0.33 is moderate, and a value of 0.19 is weak (Ghozali & Latan, 2014).

Table 7 . R-Square Value

Variables	R Square	R Square Adjusted
Organizational Citizenship Behavior (Y)	0.651	0.622

Source: Primary Data Tested, 2024

From Table 7 it can be concluded that Transformational Leadership in Moderating the Relationship between Organizational Commitment and Job Satisfaction to Organizational Citizenship Behavior is relatively moderate or moderate. (0.651) Transformational Leadership variables in Moderating the Relationship between Organizational Commitment and Job Satisfaction with Organizational Citizenship Behavior simultaneously provide an influence of 0.622 or 62.2%. By the Adjusted R Square value of more than 33% however, because it is less than 67%, the influence of all exogenous constructs X1, X2, and M on Y1 is moderate.

Hypothesis Testing (Bootstrapping)

By using the bootstrapping menu in Smart PLS, hypothesis significance testing can be done by looking at the *Path Coefficients* table in *T-Statistics* and *P-Values*. This hypothesis testing uses the significance criteria for a *P-value* that is smaller than 0.05 and a significance value of 5%. The *Path Coefficient* value is considered significant if the T-Statistics is greater than 1.96. The path coefficient can be used to measure the strength of the relationship, with the criteria that the path coefficient is moderate below 0.30, strong between 0.30 and 0.60, and very strong above 0.60.

Figure 2. Bootstrapping Test Result

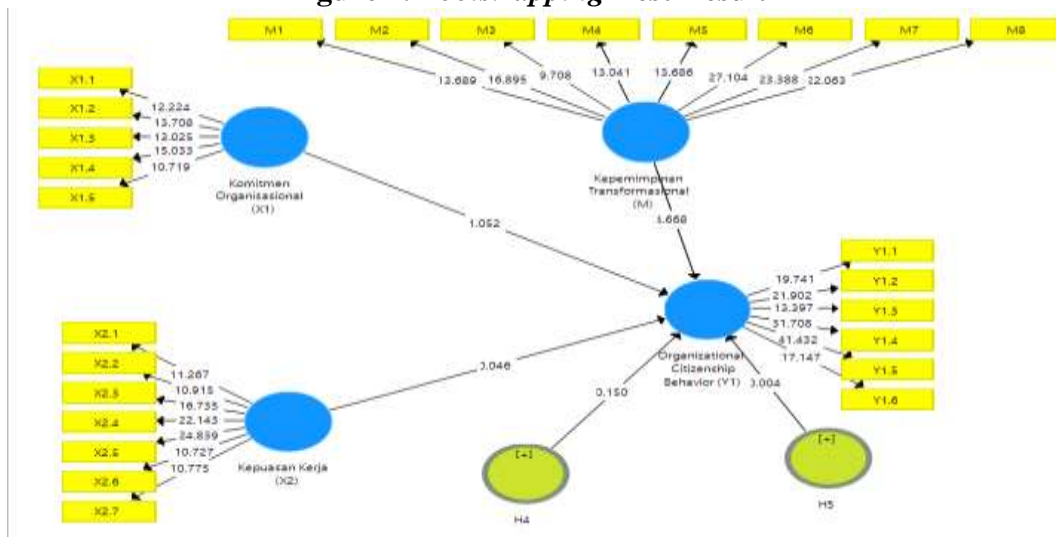


Table 8
Path Coefficients Results

Hypothesis		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1	X1 → Y1	-0.008	-0.013	0.183	0.044	0.965
H2	X2 → Y1	0.147	0.147	0.125	1.071	0.285
H3	M → Y1	0.709	0.715	0.153	4.634	0.000
H4	X1 → M → Y1	0.020	0.024	0.131	0.153	0.878
H5	X2 → M → Y1	-0.001	-0.011	0.128	0.004	0.997

Source: Primary Data Tested, 2024

Hypothesis 1:

The Relationship of Organizational Commitment to Organizational Citizenship Behavior.

The test results show that *T-Statistics* $0.044 < 1.96$ with *P Values* $0.965 > 0.05$ so it is concluded that Organizational Commitment does not affect organizational citizenship Behavior therefore, the proposed hypothesis cannot be accepted. This means that an increase in Organizational Commitment will not affect a person's desire to work voluntarily. The results of this study are consistent with research conducted by (Pandawa et al., 2019) In addition, organizational commitment as a factor that interferes with the causal relationship between OCB and employee performance does not have a significant effect. However, this finding contradicts research conducted by (Planer, 2019) who in his research concluded that organizational commitment has a positive and significant effect on OCB.

Hypothesis 2:

The Relationship of Job Satisfaction to Organizational Citizenship Behavior.

The test results found that *T-Statistics* $1.071 < 1.96$ with *P Values* $0.065 > 0.05$ Therefore, the proposed hypothesis cannot be accepted because job satisfaction does not affect organizational citizenship behavior, which means that if employee job satisfaction at CV. Bangun Mandiri is high, it cannot affect the increase in OCB at CV. Bangun Mandiri. From the above statement, it can be stated that job satisfaction does not have a role that can increase OCB. The results of this study are in line with research conducted by (Kanafa-Chmielewska, 2019) which resulted in the conclusion that satisfaction has no impact on OCB. However, this result contradicts the research conducted by (Casu et al., 2021) who in his research concluded that job satisfaction has a positive and significant effect on OCB.

Hypothesis 3:

The Relationship of Transformational Leadership to Organizational Citizenship Behavior.

From this test, it is found that *T-Statistics* $4.634 > 1.96$ with *P Values* $0.000 < 0.05$, it can be concluded that Organizational Commitment affects Organizational Citizenship Behavior, therefore the hypothesis proposed can be accepted. This means that if Organizational Commitment is getting better, then Organizational Citizenship Behavior is getting higher. The

results of this study are in line with research conducted by (Tian et al., 2020) (Kim & Park, 2019) (Amanat & Sobia, 2020) which in his research resulted in the conclusion that transformational leadership affects OCB

Hypothesis 4:

The relationship between organizational commitment to Organizational Citizenship Behavior moderated by Transformational Leadership.

From this test, it was found that *T-Statistics* $0.153 > 1.96$ with *P Values* $0.878 > 0.05$ So, the proposed hypothesis cannot be accepted because transformational leadership does not influence Organizational Job Satisfaction. So if the leader has a transformational leadership style and is done well, there is no influence on the organizational commitment and OCB of the employees of CV. Bangun Mandiri.

Hypothesis 5:

The relationship of Job Satisfaction to Organizational Citizenship Behavior moderated by Transformational Leadership.

From this test, it is found that *T-Statistics* $0.004 > 1.96$ with *P Values* $0.001 > 0.05$, it can be decided that transformational leadership cannot moderate the relationship between job satisfaction and organizational citizen behavior. Therefore, the hypothesis cannot be accepted. So, if the leader uses a transformational leadership style and is well executed, it cannot affect job satisfaction and OCB of CV. Bangun Mandiri employees.

CONCLUSION

The research conducted aims to examine the influence of various factors on Organizational Citizenship Behavior (OCB) by considering Organizational Commitment, Job Satisfaction, and Transformational Leadership as independent and moderating variables.

1. Hypothesis 1 test results show that *T-Statistics* $0.044 < 1.96$ with *P Values* $0.965 > 0.05$ so Organizational Commitment has no significant effect on OCB. These results indicate that increasing organizational commitment will not affect employees' desire to work voluntarily. This finding is consistent with some previous studies but contradicts other studies.
2. Hypothesis 2 testing results found that *T-Statistics* $1.071 < 1.96$ with *P Values* $0.065 > 0.05$ Therefore, the proposed hypothesis cannot be accepted because Job Satisfaction also does not affect OCB. This means that even though job satisfaction is high, it has no impact on increasing OCB at CV. Bangun Mandiri. This result is consistent with several previous studies but also different from other studies.
3. Hypothesis 3 of this test found that *T-Statistics* $4.634 > 1.96$ with *P Values* $0.000 < 0.05$, it can be concluded that Transformational Leadership has a significant influence on OCB. In other words, the better the transformational leadership style applied, the higher the level of OCB in the organization.
4. Hypothesis 4 of this test found that *T-Statistics* $0.153 > 1.96$ with *P Values* $0.878 > 0.05$ So, the proposed hypothesis cannot be accepted because Transformational Leadership does not moderate the relationship between Organizational Commitment and OCB. This means that even though transformational leadership is well implemented, it does not affect the relationship between organizational commitment and OCB.
5. Hypothesis 5 of this test found that *T-Statistics* $0.004 > 1.96$ with *P Values* $0.001 > 0.05$, it can be decided that Transformational Leadership also does not moderate the relationship between Job Satisfaction and OCB. Thus, the application of transformational leadership is not able to strengthen the relationship between job satisfaction and OCB.

Overall, this study shows that in CV. Bangun Mandiri, Organizational Commitment, and Job Satisfaction have no significant influence on OCB, and Transformational Leadership only has a direct effect on OCB without moderating other relationships.

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