

The Influence of Transformational Leadership Style and Job Satisfaction on Employee Performance through Organizational Citizenship Behavior



Indira Oktavianti¹, Harsono², Sina Setyadi³

¹Student of Postgraduate Magister Management, University of Merdeka Malang, Indonesia

^{2,3}Postgraduate Program, University of Merdeka Malang, Indonesia

ABSTRACT: This research to analyze whether the transformational leadership style and job satisfaction have an effect on improving employee performance through organizational citizenship behavior at the H₂O₂ chemical industry in Sidoarjo, East Java. This type of research is quantitative. The population in this study were active employees of PT Sindopex Perotama. The sampling technique used in this research was a census. The data collection technique uses a questionnaire. The data analysis techniques used in this research are descriptive and path analysis. The results of this research show that leadership style and job satisfaction influence improving employee performance through organizational citizenship behavior at PT Sindopex Perotama.

KEYWORDS: Transformational Leadership Style, Job Satisfaction, Employee Performance, Organizational Citizenship Behavior, Sidoarjo

I. INTRODUCTION

As time goes by, problems in the world of work are also developing rapidly. Change occurs very quickly, both internally and externally, in the organization. So an organization's sustainability depends on its employees' ability and speed to adapt. This, of course, has an impact on the industrial world, continuing to develop and improve to maintain the sustainability of its business, including the company PT. Sindopex Perotama, a subsidiary of the APP Sinamas group, is a manufacturing company that produces hydrogen peroxide with the chemical formula H₂O₂.

One of the company's problems was a decline in employee performance. A decline in employee performance can be shown by not achieving targets for programs determined by the company through Key Performance Indicators (KPI), which also have an impact on reducing production levels and company income. Departments that experienced a decline in performance consisted of Human Resources and General Affairs (HRGA), Production Department, Maintenance Department, and Plan Head Office (PHO) Department, each of which had main functions and tasks to achieve organizational goals. This condition influences employees' basic functions and duties and carries out their vision and mission to achieve organizational goals.

Sedarmayanti (2007) states that performance is the result achieved by a group of people or individuals within an organization in accordance with their respective authority and responsibilities to achieve the organization's goals. Balasundaram (2005) states that to achieve company goals, it is necessary to have employees who have good work so that employee performance has an important role in implementing functions within the company and a role in achieving company performance. Organizational goals can be hampered by low employee performance (Sundi, 2013). Employee performance can be optimized through efforts in change management to bring about changes in accordance with the vision and mission to achieve the organization's goals. As a characteristic of leaders in influencing their followers, leaders have an important role in producing quality and competitive employees. The character possessed by a leader in carrying out his role is called leadership style.

Leadership style can be seen from various points of view. When viewed from the perspective of a leader's behavior, leader behavior forms a continuum from autocratic to democratic. This characteristic is influenced by the intensity of the leader's use of power and the follower's use of freedom. The combination of these two factors determines the level to which a leader practices leadership behavior. In this regard, it is necessary to have policies or regulations made by the leader and approved by all work members to avoid gaps between one work member and another (Tannenbaum and Schmidt in Sutrisno, 2009: 216). The transformational leadership style of leaders can make employees show attitudes toward job satisfaction in the organization.

The employees' job satisfaction and the working atmosphere in the organization can make employees implement the functions, roles, and responsibilities for the work assigned optimally, and the organization's goals can be achieved. Job satisfaction

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can be shown by the attitude of employees with high work enthusiasm so that their work performance can also be optimal. Conversely, employees with low job satisfaction will have poor work performance (William and Setiawan, 2013).

Good performance can be seen in an employee who carries out his duties according to the responsibilities he has been given. However, it would be better if an employee could exceed the duties or standards of the work that have been determined. An employee's behaviour like this is called OCB (Organizational Citizenship Behaviour). Lukito (2020) stated that employee OCB behaviour in the company is reflected through their attitude of complying with workplace rules and policies, volunteering for extra tasks, helping colleagues, and carrying out different tasks given by the company well without any additional rewards. According to Luthans (2006), OCB is a form of employee behaviour on their initiative that is not related to the formal reward system but can indirectly increase organizational effectiveness. This OCB behaviour is associated with the employee's level of performance (Mandasari, 2015). Employees who help other colleagues will speed up completing other colleagues' tasks to improve the colleague's performance as an employee.

Several previous studies show that many factors influence employee morale and performance, such as the research results of Jaroliya and Gyanchandani (2021), which state that the Transformational leadership style plays an important role and contributes to overall team effectiveness. The research results of Cao and Le (2022) also state that there is a direct and significant influence of the Transformational Leadership Style variable on the ability to change within the organization and trust based on dependence on leadership. Based on the description above, some issues need to be investigated, such as whether "Transformational Leadership Style and Work Affect Employee Performance Organizational Citizenship Behavior (OCB) at PT Sindopex Perotama.

II. METHOD

This study uses quantitative research by examining factors influencing employee performance at PT Sindopex Perotama, Sidoarjo Regency. This research was conducted at PT Sindopex Perotama employees, totaling 87 employees. Sampling technique: The sampling technique used in this study was the saturated sample method, where all population members become research subjects.

The data analysis technique used is descriptive analysis for each variable and a requirements analysis test for further hypothesis testing using multiple regression and path analysis. The analysis requirements tests performed were the normality, multicollinearity, and autocorrelation tests. Hypothesis testing using multiple regression analysis was carried out to determine whether the independent variables partially influence the dependent variable and to determine the linear regression equation. Path analysis was carried out to determine whether the mediating variable can mediate the independent variables on the dependent variable. Analysis of needs testing, hypothesis testing, and multiple linear regression analysis equations using the help of IBM SPSS Statistics version 26 software.

III. RESULT AND DISCUSSION

A. Result

1. Partial test (t-test)

The basis for decision-making in this partial test is that if the significance value t is < 0.05 , H_a is accepted, whereas if the significance value t is > 0.05 , H_a is rejected. Partial test results (t-test) are presented in the following table:

Table 1 Partial Test Results Model 1

Model	Unstandardized Coefficients	Standardized Coefficients	Beta	t	Sig.
	B	Std. Error			
Constant	4,780	2,437		1,961	0,053
Transformational Leadership Style (X_1)	0,606	0,102	0,619	5,949	0,000
Job Satisfaction (X_2)	0,267	0,109	0,256	2,458	0,016

The transformational leadership style variable (X_1) obtained a positive t-count of 5,949 with a sig. of 0,000 $< 0,05$. So, the transformational leadership style variable positively and significantly affects the organizational citizenship behavior variable. The job satisfaction (X_2) obtained a positive t-count of 2,458 with a sig. of 0,016 $< 0,05$. So, job satisfaction is positive and significantly affects organizational citizenship behavior variables. It shows that hypothesis 1, which is that the transformational leadership style and job satisfaction positively and significantly affect organizational citizenship behavior, is accepted.

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Table 2 Partial Test Results Model 2

Model	Unstandardized Coefficients	Standardized Coefficients	Beta	t	Sig.
	B	Std. Error			
Constant	1,241	2,686		0,462	0,645
Transformational Leadership Style (X ₁)	0,582	0,112	0,549	5,185	0,000
Job Satisfaction (X ₂)	0,367	0,120	0,320	3,067	0,003

The transformational leadership variable (X₁) obtained a positive t-count of 5,185 with a sig. of 0,000 < 0,05. So, the transformational leadership variable positively and significantly affects the employee performance variable. The job satisfaction variable (X₂) obtained a positive t-count of 3,067 with a sig of 0,003 < 0,05. So, the job satisfaction variable positively and significantly affects the employee performance variable. It shows that hypothesis 2, which is that transformational leadership behavior and job satisfaction have a positive and significant effect on employee performance, is accepted.

Table 3 Partial Test Results Model 2

Model	Unstandardized Coefficients	Standardized Coefficients	Beta	t	Sig.
	B	Std. Error			
Constant	0,384	2,030		0,189	0,850
Organizational Citizenship Behavior (Y ₁)	0,973	0,052	0,898	18,881	0,000

The organizational citizenship behavior (Y₁) obtained a positive t-count of 18,881 with a sig. of 0,000 < 0,05. So, the organizational citizenship behavior variable positively and significantly affects the employee performance variable. It shows that hypothesis 3, which is that organizational citizenship behavior positively and significantly affects employee performance, is accepted.

2. Path Analysis

Table 4 Path Analysis Results

Variable	Direct Effect	Indirect Effect	Total Effect	Information
Transformational Leadership Style (X ₁) – Organization Citizenship Behavior (Y ₁) – Employee Performance (Y ₂)	0,549	0,619 x 0,898 = 0,555	0,549 + 0,555 = 1,104	Indirect effect > direct effect, 0,555 > 0,549
Job Satisfaction (X ₂) – Organization Citizenship Behavior (Y ₁) – Employee Performance (Y ₂)	0,32	0,256 x 0,898 = 0,229	0,698 + 0,229 = 0,549	Indirect effect < direct effect, 0,229 < 0,32

The indirect effect of transformational leadership style on the employee performance variable through the organizational citizenship behavior variable is 0,555 > direct effect 0,549. This means that the organizational citizenship behavior variable can become a perfect mediating variable for the transformational leadership style variable on the employee performance variable.

The indirect effect of job satisfaction on the employee performance variable through the organizational citizenship behavior variable is 0,229 < direct effect 0,32. This means that the organizational citizenship behavior variable can become a imperfect mediating variable for the job satisfaction variable on the employee performance variable.

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B. DISCUSSION

1. The Influence of Transformational Leadership Style and Job Satisfaction on Organizational Citizenship Behavior

Transformational Leadership Style and Job Satisfaction influence Organizational Citizenship Behavior (OCB). This means that at PT. Sindopex Perotama is a leader character with a transformational leadership style in influencing his followers so that they can work together to carry out the company's vision and mission job satisfaction shown by employees for their work by showing behavior that contributes positively to the work can foster voluntary behavior by helping each other between employees to complete the work.

2. The Influence of Transformational Leadership Style and Job Satisfaction on Employee Performance

Transformational Leadership Style and Job Satisfaction influence employee performance. This means that at PT. Sindopex Perotama is a transformational leader who influences his followers to carry out the company's vision and mission jointly. job satisfaction shown by employees for their work by showing behavior that contributes positively to the work can increase employee work results in terms of quality, quantity, and accuracy. work completion time. In this way, the company's goals can also be achieved.

3. The Influence of Organizational Citizenship Behavior on Employee Performance

Organizational Citizenship Behavior (OCB) influences employee performance. This means that positive work behavior can build a positive work atmosphere for employee performance at PT Sindopex Perotama. Altruism has the highest score on OCB indicators. This is because PT Sindopex Perotama employees have high empathy with other employees, which creates good bonds between employees and can affect employee performance.

4. The Influence of Transformational Leadership Style, Job Satisfaction, on Employee Performance Through Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) plays a positive role as a mediator in the influence of Transformational Leadership Style and Job Satisfaction on Employee Performance. This shows that at PT. Sindopex Perotama mediating role of mutual help behavior, employees who contribute more than what is required by their roles and responsibilities effectively on the character of the transformational leadership style used by leaders to influence their followers and job satisfaction shown by an attitude that positively affects improving employee performance.

IV. CONCLUSION

Based on the results of the analysis and discussion, this research can draw the following conclusions:

1. The Transformational Leadership Style, formed from intellectual stimulation, inspirational motivation, and ideal influence, can improve employee performance at PT. Sindopex Perotama. This means that the more often a leader provides intellectual stimulation, inspirational motivation, and ideal influence on his followers, the more employee performance will increase.
2. Job satisfaction, formed from opportunities for advancement, job security, and salary, can improve employee performance at PT. Sindopex Perotama means that providing employees with opportunities for advancement, job security, and salaries that are in accordance with applicable standards can foster job satisfaction in employees so that employee performance at PT. Sindopex Perotama will also increase.
3. Transformational Leadership Style and Job Satisfaction influence Organizational Citizenship Behavior (OCB). This illustrates that employee work behavior, which creates a work atmosphere of mutual complementarity and cooperation in completing work responsibilities, is also influenced by the leader's character in influencing his followers as well as the positive attitude shown by employees towards their work. So that if everything is in line, employees will fill each other's vacancies completely voluntarily.
4. Leadership Style and Job Satisfaction influence employee performance. This illustrates that a leadership attitude can bring about change for the better, and employee job satisfaction can be demonstrated with a positive attitude that supports the achievement of organizational goals so that the performance achieved by employees at PT. Sindopex Perotama also increased.
5. Organizational Citizenship Behavior (OCB) Influences Employee Performance. This illustrates that employee work behavior that creates a work atmosphere of mutual complementarity and mutual cooperation in completing work responsibilities can also improve employee performance so that organizational goals can be achieved.

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