



The Influence of Job Satisfaction and Transformational Leadership on Organizational Citizenship Behavior with Job Loyalty as a Mediating Variable

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Abstract

The purpose of this research is to find 1) the effect of job satisfaction on work loyalty, 2) the effect of transformational leadership on work loyalty, 3) the effect of job satisfaction on organizational citizenship behavior, 4) the effect of transformational leadership on organizational citizenship behavior, and 5) the effect of satisfaction work and transformational leadership on organizational citizenship behavior which is mediated by work loyalty. This research took as its object the Directorate General of Postal and Information Resources and Equipment with a total of 435 employees as respondents. The research method used was taking samples randomly using the sampling method. Keywords: Job Satisfaction, Transformational Leadership, OCB, Job Loyalty.

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Introduction

Entering the era of globalization, changes are happening so fast. The same applies to businesses, especially companies. Many businesses have undergone restructuring due to shifting economic conditions and technological advances. The most valuable resource in a company is its human resources because it is from this source that the company is managed, maintained and developed to meet current demands. Therefore, it is important to think about, maintain and develop human resources. Human resources, better known as employees, are an important element in a business entity, as resources owned by a business entity that have an important role in achieving the goals of a business entity. quality human resources in the true sense, where the work carried out will produce what is desired, then human resources must continue to be developed. As a result, the required behavior (intra-role) has a formal description and is not formally explained by employees (extra-role). Organizational Citizenship Behavior (OCB) is the term used to describe this. The factors that will be examined in this research are job satisfaction and transformational leadership which influence OCB. Furthermore, factors that can trigger the function of transformational leadership and job satisfaction factors that help, and explain the influence of transformational leadership and job satisfaction on OCB are job loyalty.



OCB is selected behavior that does not involve an employee's formal duties but promotes efficient business operations. Several factors determining performance in a company are job satisfaction and employee loyalty. Job satisfaction is a positive attitude towards one's work resulting from an analysis of its defining characteristics. Job satisfaction is related to variables such as turnover, absenteeism levels, age, job level and company organizational size. In a business entity, one of the factors apart from job satisfaction, leadership in an organization will also influence Organizational Citizenship Behavior. The key to management, which is very important and strategic for the survival of the company, is leadership. Leaders set direction for organizational goals and plans, organize, mobilize, and manage all the resources available to them. Determining employee job satisfaction and loyalty is turnover.

Method

This research uses a descriptive method with a quantitative approach. The population in this study were employees. In this study, researchers used a simple random sampling technique with a sample size of 435 people. The data collection technique is making observations and distributing questionnaires which are then measured using a liker scale. The data analysis technique uses structural equation modeling (SEM) with the SmartPLS version 3.0 application

Discussion

The Influence of Job Satisfaction on Job Loyalty

Based on the findings of data analysis and the partial least square test, the p-value is 0.000 which is smaller than 0.05. The test results in this study fully support hypothesis 1 which states that job satisfaction has a positive effect on work loyalty. After analysis using PLS, it was found that the two factors had a positive relationship and were in accordance with the hypothesis given. So the higher the job satisfaction value, the level of loyalty will increase significantly

The Influence of Job Satisfaction on Organizational Citizenship Behavior

Based on the findings of data analysis and the partial least square test, the p-value is 0.000 which is smaller than 0.05. The test results in this study fully support hypothesis 1 which states that job satisfaction has a positive effect on OCB. This is reinforced by research conducted where the results show that job satisfaction has a significant influence on OCB through organizational commitment. The assessment of job satisfaction with OCB was obtained from analysis using the PLS method where the data used was obtained from a questionnaire addressed to employees. Therefore, it can be concluded that by increasing the level of job satisfaction, the level of OCB towards employees can increase positively.

**The Influence of Transformational Leadership on Work Loyalty**

The influence of transformational leadership on work loyalty has a t-value of $3.987 > 1.987$ with a p-value of $0.000 < 0.05$, which means that the test results in this research fully support Hypothesis 3 which shows that there is a positive influence between transformational leadership with work loyalty. This shows that improving the quality of leadership through transformational means can increase the level of work loyalty. These results are also strengthened by the respondents' responses which state that employees agree with the attitude of their leaders who accept all input and constructive suggestions from their employees, so it can be concluded that the leader's ability has a big influence on the level of employee loyalty.

The Influence of Transformational Leadership on Organizational Citizenship Behavior

The influence of transformational leadership on organizational citizenship behavior has a t-value of $2.565 > 1.987$ with a p-value of $0.000 < 0.05$, which means that the test results in this research fully support Hypothesis 4. This shows that there is a significant influence of the transformational leadership variable on organizational citizenship behavior. It has a positive influence on organizational citizenship behavior, if there is an increase in transformational leadership it will be followed by higher levels of organizational citizenship behavior. This is reinforced by research conducted which found that transformational leadership had a significant positive influence on OCB, partially mediated by job satisfaction.

The Influence of Work Loyalty on Organizational Citizenship Behavior

The influence of work loyalty on organizational citizenship behavior has a t-value of $3.571 > 1.987$ with a p-value of $0.000 < 0.05$, which means that the test results in this research show full support for Hypothesis 5. This shows that there is a significant influence of the work loyalty variable on organizational citizenship behavior. If there is an increase in work loyalty, it will be followed by higher levels of organizational citizenship behavior.

CONCLUSION

To increase job satisfaction and transformational leadership, a work loyalty variable is needed as a mediation, because these two variables have a significant influence on the level of work loyalty. The higher the level of job satisfaction and the leader's ability to master transformational leadership, the level of work loyalty will increase significantly. In increasing organizational citizenship behavior, transformational leadership has a more significant influence compared to the level of job satisfaction. The higher the leader's ability to master transformational leadership, the better the increase in OCB value will be compared to increasing the value of job satisfaction. However, if you add work loyalty as a mediating variable, transformational leadership has no influence on OCB, but job satisfaction has a significant influence in increasing OCB.

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