

THE ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN MEDIATING THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION ON THE PERFORMANCE OF PT EMPLOYEES. SAFARI WONDER BALI IN GIANYAR DISTRICT

Volume: 5
Number: 3
Page: 617 - 631

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Article History:

Received: 2024-03-06

Revised: 2024-04-16

Accepted: 2024-05-14

Abstract:

PT. Safari Wonders Bali is one of the business units of Taman Safari Indonesia, which operates in the retail sector and sells souvenirs from Taman Safari Indonesia. This research examines organizational citizenship behavior's role in mediating the influence of transformational leadership and job satisfaction on employee performance. The number of samples used in this research was 51, and the hypothesis was tested using SEM-PLS inferential data analysis. This research shows that transformational leadership has a positive and significant effect on employee performance. Job satisfaction has a positive and significant effect on employee performance. Transformational leadership has a positive and significant effect on OCB. Job satisfaction has a positive and insignificant effect on OCB. OCB has a positive and significant effect on employee performance. OCB mediates the influence of transformational leadership on employee performance. OCB does not mediate the effect of job satisfaction on employee performance. This research implies that the relationship between transformational leadership and employee performance, job satisfaction and employee performance, transformational leadership and OCB, and the relationship between OCB and employee performance are real.

Keywords: Transformational Leadership, Job Satisfaction, OCB, Employee Performance

INTRODUCTION

PT. Safari Wonders Bali is one of the business units of Taman Safari Indonesia, which operates in the retail sector and sells souvenirs from Taman Safari Indonesia. It is located on Jl. Professor Ida Bagus Mantra km 19.8, Serongga, Kec. Gianyar, Gianyar Regency, Bali 80551, Gianyar Regency, Bali. From observations and interviews conducted with heads of company departments, several phenomena were found, namely low levels of OCB behavior among company employees, where in certain situations PT. Safari Wonders Bali requires employees to work extra outside of their primary job. When all employees have agreed upon the company's vision and mission, employee participation is essential for the company's continuity (Kawisana et al., 2023). However, from the results of observations that have been made, it was found that employee participation in carrying out tasks outside their responsibilities and receiving an increase in the number of customer visits still needs to be higher. This can be seen in the number of realizations and targets determined in Table 1.1 as follows:

Table 1. Number of Consumer Visits to PT. Safari Wonders Bali for the Last Three Years



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No	Years	Target Visit (People)	Realization (people)	Percentage (%)
1	2021	60.000	50.885	-
2	2022	60.000	59.675	17,2
3	2023	60.000	55.537	6,9
Average		60.000	55.365	12,05

Source: PT. Safari Wonders Bali (2023)

Table 1 shows that the growth in customer visits is relatively high, with an average of 55,365 people or 12.05% per month. The fluctuating level of visits differs from the number of existing employees; there is still low employee awareness of OCB behavior in anticipating erratic consumer visits. Based on the results of interviews conducted with the Head of PT. Safari Wonder-Bali still needs to improve employee awareness of OCB behavior, namely the lack of behavior to work outside of their duties in the face of an anticipated and uncertain number of visits. Lack of initiative to carry out activities outside the duties and responsibilities of fellow employees in dealing with consumer visits (Widjayanti et al., 2024). This indicates that the creation of employee OCB still needs to be fulfilled. Therefore, OCB behavior in PT employees can be seen. Safari Wonders is still low.

Performance results from work and work behavior achieved in completing the tasks and responsibilities given in a certain period (Kasmir, 2016, p. 182). Hasibuan (2016:6) states that employee performance is a work result that a person achieves in carrying out the tasks assigned to him, which is based on skill, experience, sincerity and time; in other words, performance is the work result that a person achieves in carrying out the tasks given to him are by the established criteria. Several factors influence employee performance; according to Simamora (2015:78), performance is influenced by individual, psychological and organizational factors. Tangkilisan (2017:188) states that factors influencing employee performance are motivation, organizational culture, compensation, spiritual leadership, job satisfaction, discipline, physical work environment and organizational commitment. According to Robbins (2017), factors influencing performance are diversity, personality, values, emotions, mood, work motivation, perception, attitude, job satisfaction, and OCB. From the definition above, employee performance results from a person's work in terms of quality and quality by standards determined based on the responsibilities given.

Transformational leadership influences employees so that employees feel trust, pride, loyalty and respect for the leader and are motivated to do more than expected, Suwatno (2019:107). A transformational leadership style must be able to inspire subordinates by prioritizing organizational development rather than personal interests, provide more attention to subordinates, and change employee perceptions to work better in helping the company achieve company goals (Sari et al., 2024). Previous research that states that transformational leadership has a positive and significant effect on employee performance is research conducted by (Pratiwi & Wimba, 2021), (Islami & Mayliza, 2017), Wardhana & Choerudin (2014), Bana (2016), Nurso seen & Abadi (2022), (Veliando & Yanuar, 2021), (Indrayanto, 2018). However, the research that only supports the above is that of Martha et al. (2021), Christa and Meitiana (2022), and Priyanto (2016).

Job satisfaction factors influence employee performance and Organizational Citizenship Behavior (OCB). Vidianingtyas (2014) states that job satisfaction is a set of employees' feelings about whether their work is enjoyable. Job satisfaction is individuals' general or global affective reaction towards their work (Javad & Davood, 2012). These feelings of happiness or displeasure arise because employees have a set of desires, needs, desires, and past experiences that shape their work expectations. Previous research which states that job satisfaction can influence employee



performance is research conducted by Kirana et al. (2022), Khair (2022), Salsabilla & Suryawan (2022), Prasetia et al. (2021), Ariadi et al (2023), Nastyoko (2022), Suryadinata (2023), Wicaksono & Gazali (2021), Saputri & Hendratmoko (2022), Lestari & Ghaby (2018). However, there is still previous research that rejects the results of the research above, namely research conducted by Fitri & Endratno (2021), Fauziek & Yanuar (2021), and Annisa (2017).

According to Robbins et al. (2017), organizational citizenship behavior is not part of an employee's formal obligations but supports the effective functioning of the organization. This OCB behavior from employees is voluntary, outside of work obligations and is not formally ordered; it does not expect rewards or appreciation. If it does so, it can positively influence the effectiveness of the organizational environment (Laksmi & Arjawa, 2023). Previous research which states that Organizational Citizenship Behavior can influence performance is research conducted by Kirana et al. (2022), Khair (2022), Prasetia et al. (2021), Ariadi et al. (2023), Nastyoko (2022), Suryadinata (2023), Wicaksono & Gazali (2021), and Savitri et al. (2023). However, there are still studies that reject the results of the research above, namely research conducted by Fitri & Endratno (2021), Lukito (2020), Putri and Utami (2017), and Yanti and Rahayu (2020).

Based on the results of interviews with PT employees, Safari Wonders Bali, the company has assigned sub-units for each work section, such as SPG, Photographer and others, according to their skills. However, the implementation still needs improvement; work tasks are delegated. Employees feel their superiors must redistribute tasks according to their respective desks. This causes job dissatisfaction for employees, so job satisfaction in carrying out their duties is minimal. Job promotions are also relatively low; employees feel that the opportunity to have a further career path is minimal; this is proven by the many employees who have held the same position for a very long period of service. The company does not recognize or appreciate the results of work outside the job desk of its employees, and the overtime pay is not by the signed contract.

METHOD

The research used in this research is a research implementation plan, starting from the hypothesis to the design and suggestions. Research variables can be determined from the proposed hypothesis. The research variables in this study are exogenous variables and endogenous variables. Exogenous variables consist of transformational leadership style and job satisfaction. Endogenous variables are employee performance and OCB. The research instruments and sample design used can be determined from these research variables. After the research instrument and sample design are determined, the next step is to collect data. Data was collected by distributing questionnaires and conducting in-depth interviews about variables (Narendra et al., 2023). The data that has been collected is then processed using descriptive and quantitative analysis. The data that has been processed is discussed and interpreted. From the discussion and interpretation of the research results, conclusions and suggestions are given.

This research was conducted at PT. Bali Wonder Safari. PT. Safari Wonder Bali is one of the business units of Taman Safari Indonesia, which focuses on retail for selling Taman Safari Indonesia souvenirs. It is located on Jl. Professor Ida Bagus Mantra km 19.8, Serongga, Kec. Gianyar, Gianyar Regency, Bali 80551, Gianyar Regency, Bali. The objects of this research are transformational leadership, job satisfaction, OCB and employee performance. In this study, the population used was 104 employees. The sampling technique used in this research is proportional random sampling because here, the sample taken is 51 people.





RESULT AND DISCUSSION

Validity And Reliability Test. The validity test results are displayed in Table 2, which shows that the item values produced by the constructs of transformational leadership, job satisfaction, OCB and employee performance have met the standard value of convergent validity because the loading factor value is greater than 0.3. Thus, it can be concluded that the 22 construct indicators used in the research can be said to be valid.

Table 2. Validity Test

	X1	X2	Y1	Y2
X1.1	0.652	0.481	0.701	0.407
X1.2	0.920	0.439	0.559	0.544
X1.3	0.875	0.420	0.584	0.495
X1.4	0.891	0.510	0.665	0.567
X2.1	0.459	0.872	0.572	0.365
X2.2	0.476	0.870	0.768	0.287
X2.3	0.339	0.546	0.292	0.129
X2.4	0.400	0.823	0.666	0.196
X2.5	0.528	0.943	0.723	0.433
X2.6	0.334	0.391	0.278	0.357
Y1.1	0.509	0.612	0.771	0.463
Y1.2	0.399	0.623	0.724	0.404
Y1.3	0.617	0.524	0.762	0.572
Y1.4	0.661	0.666	0.846	0.519
Y1.5	0.747	0.594	0.833	0.516
Y2.1	0.516	0.424	0.510	0.645
Y2.2	0.519	0.348	0.546	0.827
Y2.3	0.571	0.355	0.504	0.906
Y2.4	0.394	0.211	0.391	0.836
Y2.5	0.308	0.163	0.467	0.665
Y2.6	0.260	0.085	0.372	0.700
Y2.7	0.525	0.358	0.505	0.732

The reliability test results in Table 3 show the Cronbach's Alpha value. The research results show that the CR value of each construct is equal to and above 0.6. This means that all indicators consistently reflect the same latent construct.

Table 3. Reliability test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership	0.855	0.857	0.905	0.707
Job satisfaction	0.844	0.906	0.889	0.589
Employee Performance	0.847	0.854	0.891	0.622





Organization	0.879	0.889	0.906	0.584
Citizenship Behavior				

Hypothesis Test. The results of the path and significance testing are displayed in Table 4. The first test shows that H1 is accepted where transformational leadership positively affects employee performance, with a significance of 0.008, so the relationship is significant. H2 is accepted, namely that job satisfaction positively affects employee performance, and this relationship is significant at the 0.000 level. H3 is accepted, which explains that transformational leadership positively affects OCB, and this relationship is significant at the 0.000 level. H4 is rejected where job satisfaction has an insignificant positive effect on OCB, and this relationship is not significant at the 0.635 level. H5 is accepted, namely that OCB positively affects employee performance, and this relationship is significant at the 0.011 level. In the mediation test, it was explained that OCB mediates the influence of transformational leadership on employee performance, so H6 is accepted. Furthermore, OCB is not a mediator in the influence of job satisfaction on employee performance, so H7 is rejected.

The R2 OCB value is 0.370. Based on the criteria, this model includes moderate model criteria, meaning that variations in transformational leadership and job satisfaction explain OCB by 37.0 percent, and other variables outside the model explain the remaining 63 percent. Meanwhile, employee performance has an R2 value of 0.775 or is included in the moderate model, meaning that variations in transformational leadership, job satisfaction and OCB can explain variations in employee performance of 77.5 percent; the remaining 22.5 percent is explained by variations in other constructs outside the model. Meanwhile, the Q2 value obtained is 0.858, which means that the estimated global model is included in the decisive criteria, where variations in exogenous constructs can predict 85.8 percent of the variation in endogenous constructs.

Table 4. Hypothesis Test

Konstruk	T Statistic	P value	Information
Kepemimpinan Transformasional -> Kinerja Karyawan	2.645	0.008	Signifikan
Kepuasan kerja -> Kinerja Karyawan	4.260	0.000	Signifikan
Kepemimpinan Transformasional -> OCB	4.345	0.000	Signifikan
Kepuasan kerja -> OCB	0.475	0.635	Tidak Signifikan
OCB -> Kinerja Karyawan	2.555	0.011	Signifikan
Kepemimpinan Transformasional -> OCB -> Kinerja Karyawan	2.125	0.034	Signifikan
Kepuasan kerja -> OCB -> Kinerja Karyawan	0.467	0.641	Tidak Signifikan
R ² OCB : 0,370			
R ² Kinerja Karyawan : 0,775			
Q ² : 0,858			

The influence of transformational leadership on employee performance. Transformational leadership has a positive and significant effect on employee performance. This means that the higher the transformational leadership, the more employee performance will increase.

Transformational leadership is a form of relational leadership characterized by leaders who can inspire and motivate others through empowerment and development (Fischer., 2016). Transformational leadership also increases job satisfaction, increasing the intention to stay in the company (Labrague et al., 2020). A transformational leadership style must be able to inspire



subordinates by prioritizing organizational development rather than personal interests, providing more attention to subordinates, and changing employee perceptions to work better in helping the company achieve company goals (Muchran, 2017). Transformational leadership is one of the essential organizational leadership determinants of commitment because transformational leaders essentially “stir employees to look beyond their self-interest for the good of the group (Bass, 2006).

Previous research that states that transformational leadership has a positive and significant effect on employee performance is research conducted by Pratiwi & Wimba (2021), Islami & Mayliza (2017), Wardhana & Choerudin (2014), Bana (2016), Nurso & Abadi (2022), Veliando & Yanuar (2021), Indrayanto (2018). Transformational Leadership Style is leadership that influences employees so that employees feel trust, pride, loyalty and respect for the leader and are motivated to do more than what is expected, Suwatno (2019:107).

The influence of job satisfaction on employee performance. Job satisfaction has a positive and significant effect on employee performance. This means that the higher the job satisfaction, the higher the employee performance will be.

A transformational leadership style must be able to inspire subordinates by prioritizing organizational development rather than personal interests, providing more attention to subordinates, and changing employee perceptions to work better in helping the company achieve company goals (Muchran, 2017). Transformational leadership is one of the essential organizational leadership determinants of commitment because transformational leaders essentially “stir employees to look beyond their self-interest for the good of the group (Bass, 2006). One of the factors that organizations pay attention to and consider is how to provide a sense of satisfaction to employees. It cannot be denied that employee satisfaction is the main thing that can influence the achievement of organizational goals. Satisfied employees will provide the best performance and contribution to their organization. However, on the other hand, employees who are not satisfied with their work or company will tend to contribute little to their organization. Employee performance is an action or activity displayed by someone in carrying out certain activities that are their duties (Darodjat, 2015, p. 105). Performance or performance is a person's achievement regarding the tasks assigned to him (Marwansyah, 2014, p. 229).

Kirana et al. (2022) conducted research that states that job satisfaction has a positive and significant effect on employee performance. Khair (2022), Prasetya et al (2021), Ariadi et al (2023), Nastyoko (2022), Suryadinata (2023), and Suryani & Resniawati (2022).

The influence of transformational leadership on OCB. Transformational leadership has a positive and significant effect on OCB. This means that the higher the transformational leadership, the more OCB will increase.

Titisari (2014:5) defines Organizational Citizenship Behavior (OCB) as an individual contribution that exceeds role demands in the workplace. OCB is defined as a set of behaviors that are not included in the formal requirements of work in an organization, but this can help the work and effectiveness of an organization (Sadeghi et al., 2016). A transformational leadership style must be able to inspire subordinates by prioritizing organizational development rather than personal interests, giving more attention to subordinates, and changing employee perceptions to work better in helping the company achieve company goals (Muchran, 2017).

Research conducted by Zaliany & Rojuaniah (2023), Kirana et al. (2022), Pamungkas et al. (2023), (Yanti & Rahayu, 2020), Utami & Supartha (2023), Mustofa et al. (2023), Ratag et al (2023) states that leadership has a positive and significant effect on organizational citizenship behavior (OCB).



The influence of job satisfaction on OCB. Job satisfaction has a positive but insignificant effect on OCB. This means that the higher the transformational leadership, the higher the OCB will increase, but this increase is insignificant. Based on the respondents' answers, this insignificant relationship is because employees feel unhappy with the work itself, which is reflected in the salary distribution indicators, which are often late, the work environment is less comfortable, and the leadership rarely supervises its employees.

Job satisfaction is a collection of feelings and beliefs that people have about their work or is one of the most critical job attitudes at work, which has the potential to influence various behaviors in the organization and contribute to the level of employee well-being (George et al., 2012: 75). Titisari (2014:5) defines Organizational Citizenship Behavior (OCB) as an individual contribution that exceeds role demands in the workplace. OCB is defined as a set of behaviors that are not included in the formal requirements of work in an organization, but this can help the work and effectiveness of an organization (Sadeghi et al., 2016).

The results of this research are not in line with research (OCB) conducted by Kirana et al. (2022), Khair (2022), Prasetya et al. (2021), Purnomo & Hasanah (2023), Ariadi et al. (2023), Nastyoko (2022), Suryadinata (2023), and Wicaksono & Gazali (2021), who state that job satisfaction has a positive and significant effect on organizational citizenship behavior.

The influence of OCB on employee performance. OCB has a positive and significant effect on employee performance. This means that the higher the OCB, the higher the employee performance. OCB is also a unique aspect of individual activities at work (Hui et al., 2000). It is a habit or behavior carried out voluntarily, is not part of formal work, and is indirectly recognized by the reward system. Therefore, OCB is known to increase an organization's effectiveness, efficiency and performance (Podsakoff et al., 2000).

Research conducted by Anwar (2021), Nurnaningsih & Wahyono (2017), Purwanto et al. (2021), Halim & Dewi (2018), Maryati & Fernando (2018), Suryadinata (2023), Bahri et al (2018), and Lestari & Ghaby (2018) states that organizational citizenship behavior (OCB) has a positive and significant effect on employee performance. Turnipseed and Rassuli (2005) reveal that OCB is extra behavior from a person that benefits the organization.

The mediating role of OCB on the influence of transformational leadership on employee performance. Based on the results of the analysis of the indirect relationship between transformational leadership through OCB and employee performance, it has a positive and significant effect. This means that OCB mediates the influence of transformational leadership on employee performance. It can be said that if transformational leadership improves employee performance, then OCB must be used to improve that performance.

Research conducted by Mattalatta (2019), Ariadi et al. (2023), Nastyoko (2022), Suryadinata (2023), and Prahesti et al. (2017) stated OCB as a mediating variable between the influence of leadership on performance. Turnipseed and Rassuli (2005) reveal that OCB is extra behavior from a person that benefits the organization. OCB is also a unique aspect of individual activities at work (Hui et al., 2000) and is a habit or behavior that is carried out voluntarily is not part of formal work and is indirectly recognized by the reward system. Therefore, OCB is known to increase an organization's effectiveness, efficiency and performance (Podsakoff et al., 2000).

Employee performance is an action or activity displayed by someone in carrying out certain activities that are their duties (Darodjat, 2015, p. 105). Performance or performance is a person's achievement regarding the tasks assigned to him (Marwansyah, 2014, p. 229).



The mediating role of OCB on the influence of job satisfaction on employee performance.

Based on the analysis of the indirect relationship between job satisfaction through OCB and employee performance, the effect is positive and not significant. This means that OCB does not mediate the influence of transformational leadership on employee performance. If job satisfaction improves employee performance, there is no need to go through OCB.

Hasibuan (2016:6) states that performance is a work result achieved by a person in carrying out the tasks assigned to him based on skill, experience, seriousness and time; in other words, performance is the work result achieved by a person in carrying out the task. Given to him by established criteria. Job satisfaction is a person's general attitude towards their work; someone who has high job satisfaction has a positive attitude towards the job, while someone who does not get satisfaction in their job has a negative attitude towards the work they do (Sofyandi & Garniwa, 2007, p. 88). Organizational Citizenship Behavior (OCB), according to Robbins (2017:31), is behavior carried out by an employee that exceeds formal work obligations but has a good impact because it supports organizational effectiveness.

The results of this research are not in line with research conducted by Kirana et al. (2022), Khair (2022), Prasetia et al. (2022), Ariadi et al (2023), Nastyoko (2022), Suryadinata (2023), Lestari & Ghaby (2018) stated that organizational citizenship behavior (OCB) can mediate the relationship between the influence of job satisfaction on employee performance.

CONCLUSION

Based on the results of the discussion, the following conclusions can be drawn:

- 1) Transformational leadership has a positive and significant effect on employee performance. This means that the higher the transformational leadership, the more employee performance will increase.
- 2) Job satisfaction has a positive and significant effect on employee performance. This means that the higher the job satisfaction, the higher the employee performance.
- 3) Transformational leadership has a positive and significant effect on OCB. This means that the higher the transformational leadership, the more OCB will increase.
- 4) Job satisfaction has a positive and insignificant effect on OCB. This means that the higher the transformational leadership, the OCB will increase, but this increase is not significant.
- 5) OCB has a positive and significant effect on employee performance. This means that the higher the OCB, the employee performance will increase.
- 6) OCB mediates the influence of transformational leadership on employee performance, which means that OCB can explain this influence.
- 7) OCB does not mediate the effect of job satisfaction on employee performance. This means that if employee performance is improved by job satisfaction, there is no need to go through OCB.

After studying, analyzing, discussing and drawing conclusions, the author provides several suggestions to determine future policies.

For Company. Transformational Leadership. The researcher's suggestion for the company is that the leadership at PT Safari Wonder Bali must be able to influence and direct its followers through an awareness approach and must apply charismatic qualities in decision-making.

Job Satisfaction. The researcher advises companies that leaders are expected to ensure that their employees feel happy and comfortable when working both in their work environment and with their colleagues.

OCB. The researcher's suggestion for companies is that leaders be expected to warn employees who come late to work, form work teams to establish bonds between employees, and carry out two-way communication between leaders and subordinates so that employees are open about their problems.

Employee Performance. The researcher suggests that companies provide bonuses or incentives to employees who have completed work that exceeds targets and train employees to use the hotel's tools.

For future researchers. Future research should develop this research regarding factors other than organizational communication that can influence employee performance and job satisfaction with variables such as work stress, servant leadership, workload, and job characteristics that can be added to find out other factors that can influence employee performance through work motivation. It is also recommended that future researchers expand the scope of the research so that it provides a broader view and the research results can be generalized.

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