

Mediate Job Satisfaction: Effect of Transformational Leadership on Organizational Citizen Behavior (OCB) (Studies on employees PD. Rural Banks (BPR) in Cirebon)

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Abstract—This study examined the mediating role of job satisfaction influence of transformational leadership on organizational citizenship behavior in PD. Rural Banks (BPR) in Cirebon. Research quantitative with individual sample units totaling 128 employees PD. Rural Banks (BPR) in Cirebon has a minimum term of five years. The sampling technique using proportional random sampling and analytical techniques used Structural Equation Modeling (SEM).

The results showed that the job satisfaction of employee have a mediating role between transformational leadership behavior of organizational citizenship behavior. Added transformational leadership can improve the behavior of OCB employee at PD. Rural Banks (BPR) in Cirebon.

Keyword : *Ttransformational leadership, job satisfaction and organizational citizenship behavior*

I. INTRODUCTION

In this global economy era, it demands many efforts for finance service proactively to consolidate themselves in order to reinforce their superiority to compete with others and not to rely on the superiority in trade field and human resources. However, the superiority in information technology that related to the market. Competitive superiority can be achieved if the market agents have good competence not only as an individual but also as an organization groups, it means that to achieve it, we need a person who can give an influence to inspire the others.

Rural Banks (BPR) is a bank for people in the rural area which all its financial capital owned by the region itself through the direct participation of separated regional properties. The growth of Rural Banks (BPR) in 2014, increased rapidly nationwide and projecting the growth of credit of Rural Banks (BPR) in 2015 is 20% until semester I – 2014 there are 1.634 Rural Banks (BPR). Meanwhile, there are 4.756 offices in Indonesia. However, the distribution of credit Rural Banks is only Rp. 304, 2 trillion. Whereas, total of distribution credit is Rp 6.500 trillion. So, the BPR portion of distribution credit is only 4.68% (Perbarindo 2014). Related to it, the management of resources is the

important thing and concened. One of the variables which can improve performance is by creating the behavior of OCB employee. OCB is a positive behavior of the people in one organization, which expressed in availability of concerning and voluntarily to work . OCB gives the positive impact not only to the employee but also giving the contribution to the organization which is expected formally by the organization. The successful organization has employees which has great responsibility on formal employee and is allowed to do their work freely. Their behavior is unspecified, but it gives the contribution to function of the organization. An organization wouldn't last or prosperous without its members' behavior as as a good citizen and to be involved in every positive behavior. Because of the importance of this behavior,the experts priorititise to understand and investigate the OCB behavior (Jahangir *et al.*, 2004).

According to Podsakoff *et al.* (2000), OCB has influence on the effectivity of organization. An individu who gives the contribution on the effectivity of organization by doing something out from their job or their main role is the asset of the organization (Luthans, 2006:253).

Robbins dan Judge (2008:40) suggest that the successful organization needs employees who would give extra work and do the extra tasks beside their main job which is not stated in the description, who would give the performance beyond expectation. Khazaei *et al.* (2011) proved that there is the significant and positive relationship between OCB and the performance of West Manzaran, Iran. In this dynamic world, where people do tasks intensively as a team and the flexibility is really important, the organization needs employees who would show OCB behaviour, such as helping other individu in a team, motivate themselves to do extra work, avoding unecassary conflict, respecting the spirit and rules, and can tolerate the loss and disturbance that related to work that happens (Robbins dan Judge, 2008:40).

One of the important aspects in influencing OCB behavior that needs to be examined is about the satisfaction of employees.The satisfaction of work becomes interesting and important issue. Work satisfactory is the difference between what we expect and what we get related to the

alternative which is available in the situation that has been set.

The job satisfaction in organization and individual, the low level of work satisfaction in an organization is a sequence of reduction in doing work, the increase of attendance and the decrease of moral. Whereas in the individual level, the dissatisfaction of job which related to a great desirability to quit job, the increase of work stress, and many psychological and physical conflicts that arose (Handoko, 1992: 6)

Related to the satisfaction and performance uncertain environment, so a leader should be dynamic and able to anticipate various change and proactive way to arrange various program that is needed (Siagian, 2004). The leaders that can create the vision, mission, strategy, developing the sense of responsibility, trusty, and using the power to affect their workers what the organization wants. Greenberg dan Baron (2000), the leadership is a process where a person i.e a leader give influence to their workers without forcing them to achieve the goal of the organization.

The studies of transformational leadership attempt to compare the output of transformational leadership and transactional such as performance and the effectivity of organization. According to Judge Joye (2000), transformational leadership is leadership which has future vision by making cultural change and new values of new mission (Bass, 1990). Bass (1985) developed the leadership theory based on 2 constructs i.e transformational and constructional leadership. Transactional leadership is the leader who can lead and motivate his employee to achieve the goal of the organization and his clear role. Whereas, transformational leadership is the leader who can give inspiration to his employee to prioritise the progression of their organization more than his personal needs, giving extra awareness to his employee and can change the employees' awareness in viewing their problems. Transformational leadership can be defined as a leader that can change (transfer) the values of needs, aspiration, and priority of his employees and motivate them to increase their performance which is expected (Bass & Avolio, 1994).

Some researchs in leadership area found the relationship between leadership and performance are in the same black box (Jung & Avolio, 2000). The black box term has implicit meaning, it means that there is no clear image about the process of influence of performance. Jung & Avolio, (2000) stated that leadership has the influence on performance of other dimension by other variable, such as the congruity of the role of convenience, ambiguity values (MacKenzie et al, 2001), the feeling of caring for each other, (Jung & Avolio, 2000, MacKenzie, 2001), the bond among group members. Robin and Judge (2008:113) findings, job satisfaction should be the key factor of the Organizational Citizenship Behavior of OCB employee. A satisfied employee tends to say positive things about their organization, helping other people, and getting beyond normal expectation their jobs. Beside that, a satisfied employee will be easy to do extra in their jobs because they want to respond their positive experiences. Avolio, Bass, Walumbawa & Zhu, 2004; Dumdum, Lower, & Avolio, 2002; Lowe, Kroeck, & Sivasubramaniam, 1996) findings, the transformational leadership have positive influence on the level of success of the organization on various different organization, and the situation, the difference of analysis level and the difference among cultures.

The previous study such as Jahangir *et al.* (2004) shows that the job satisfaction, organizational commitment affect to OCB employee. Krishnan *et al.* (2009) studied on 85 administration staff from educational institute in Malaysia which proves that the intrinsic job satisfaction and extrinsic job satisfaction significantly influence OCB. Lamidi (2008) proves that transformational leadership significantly influence on organizational commitment and OCB.

The purpose of this study is to investigate the transformational leadership and job satisfaction on OCB behaviour. Beside that, this study is to examine the mediating role of job satisfaction influence of transformational leadership on organizational citizenship behavior in PD. Rural Banks (BPR) in Cirebon.

II. LITERATURE REVIEW

Transformational Leadership

Luthans (2006:638) defined leadership as a group of process, personality, fulfillment, certain behaviour, persuasion, authority, goal achievement, interaction, role difference, initiation structure, and the combination of two or more of those aspects. Khuntia and Suar (2004) stated that all theories about leadership emphasize on 3 concepts that built together or separately i.e (1) rationality, behaviour and leader personality; (2) rationality, behaviour, followers' behaviour; and (3) factors which related to task implementation, organisational climate, and culture.

Bass (1985, in Natsir, 2004:2-3) suggest that transformational leadership as leader influence or leader to his employee. The employee feel trusty, proud, loyalty, and respect to their leader, and they are motivated to do extra beyond expectation. Transformational leadership have to defined well about a vision of organization, so that employees will take the credibility of the leader (Su-Yung Fu, 2000).

According to Avolio (1994, in Case, 2003), main function of a transformational leader is to give services as a catalyst of change, however at the same time as a controller of change. Case (2003), explained that even though there are some differences in defining transformational leadership, but generally they define it as an agent of change. Furthermore, according to Bass (1985;1998, in Tschannen-Moran, 2003) to create productivity, transformational leadership is defined as "Four Is" individualized influence, inspirational motivation, intellectual stimulation, and individualized consideration. There are some dimensions of leadership such as : Individualized influence through rule models for the followers, which they identify and want to do more than the models. The leaders show the high standard of their moral behaviour and ethics, and also using their ability to push individual or group on their mission achievement and not for individual value. Inspirational motivation, the leader give values and challenge to their followers in order to increase their spirit and expectation, spread vision, commitment on the purpose and team support.

H1 : Transformational Leadership influence on job satisfaction of employee

H2 : Transformational Leadership directly influence on OCB

Job Satisfaction

Job satisfaction is the situation where contented emotional or positive emotion from the judgement of job or one's job experience. Job satisfaction is the result of

employee perception about how good their work to give the important values (Luthans, 2006:243). Rivai and Mulyadi (2012:246) stated that job satisfaction is valuation from workers about how far their whole job satisfying their needs.

According to Porter (1961) in Ardana *et al.* (2008:23), job satisfaction is the difference between something that should be available and should be factual. The smaller difference that should be available and the situation that should be factual, someone tends to feel satisfied. Garboua and Montmarquette (2004) stated that job satisfaction describe employee's feeling based on their job experience. Gibson *et al.* (2009:152) stated that job satisfaction is employee's behaviour on their job which is produced by their perception on their work based on factors in their environment such as supervisor manner, the policy and procedur, teamwork afiliation, job situation, and the other advantages for employee.

Robbins and Judge (2008:107), defined that positive feelings of someone's job which is the result of characteristic evaluation. In that concept, someone's job is more than just managing paper, writing the list of program code, waiting for the customers, or driving a truck. Every single job needs interaction between their partner and their leaders, following rules, and organisational policy, fulfilling standard performance, receiving unideal job condition, etc. It means that an employee's judgement about how satisfied or unsatisfied they are with their jobs is complicated presentation of different elements.

Hughes *et al.* (2012:337) stated that job satisfaction is related to someone's behaviour about their jobs, and there are some reasons which make job stisfaction become the important concept for a leader. The study shows that satisfied employee tends to keep working for their organization. A satisfied employee tends to be involved in organizational behaviour that out of their job and role description, and helping to decrease work load and the level of stress of other members in the organization. Unsatisfied employee tends to defy the relationship with the leadership and involved in every contraproductive acts. Dissatisfaction becomes the main reason of a person to leave the organization.

H3 : Job satisfaction influence of the OCB employee

Organizational Citizenship Behavior (OCB)

Huang (2012) explained 3 categories of the behaviour of employee, i.e (1) participating, united, and being in an organization; (2) have to be able to finish a job and acting based on the priciples that has been determined by the organization; and (3) doing the inovative activities and spontaneous more than perception of their role in the organization. The last category is called as *organizational citizenship behavior* (OCB) atau *the extra-role behavior* (Huang, 2012). Robbins and Judge (2008:40) define OCB as the chosen behaviour which isn't the part of duty of the formal job of employee, however to support the function of organization effectively. Shweta and Srirang (2009) state that OCB is marked by the efforts in any form that is done according to employee policy that give the benefits without expecting any reward. Kumar *et al.* (2009) defined OCB as individual behaviour that give the contribution to the organizational creativity and undirectly related to reward system of an organization. Kumar *et al.* (2009) stated that OCB is: (1) free behaviour which is unexpected and unnecessary. So that, organization can't giveany reward to the

appearance of behaviour or give punishment on the absence of behaviour, (2) Individual behaviour that give the benefits for the organization but undirectly or explicit admitted to be in a system of formal reward of organization, (3) Behaviour that rely on every individu to emerge or eliminate those bahaviours in job environment, (4) Behaviour effects on the creation of effectivity and efficiency of teamwork and organization, so that can give the contribution on whole organizational product. Organ *et al.* (2006:8) described OCB as behaviour which is discretionary, which is undirectly and explicit to get award of formal reward system, and totally giving the efficiency and effectivity of the functions of organization. It has free and volunrtary characteristics, because that behavior is not obligated by rule and regulations or descriptive position which is clearly be charged based on contract with the organization, but as personal choice. Added that OCB is very important to support the effectiveness of thr function of organization, mainly in long term.

According to Podsakoff *et al.* (2000), OCB effect on the effectivity of organization because of some reasons : (1) OCB can help to improve the partner productivity ; (2) OCB can help to increase the managerial productivity; (3) OCB can help the use of resouces of the organization efficient to the productive porposes ; (4) OCB can help to decrease the level of need of organization resouces generally for the purposes of employee care; (5) OCB can be made as the effective basic for coordination of activities among team members and work group ;(6) OCB can increase the organization capability to get and maintain good human resources (7) OCB can increase the stability of organization performance ; (8) OCB can improve the organization ability to adapt more effectively to the environmental change. Shweta and Srirang (2010) explained that the concept of OCB was introduced for the first time by Smith,

Organ, and Near in 1983 which described OCB in 2 components i.e altruism and generalized compliance. Then, Organ in 1988 added sportsmanship, courtesy, and civic virtue as the other component of OCB beside altruism and generalized compliance. Williams and Anderson (1991) devided OCB into different categories : OCBI – behavior that lead to an individu in an organization, it consists of altruism and courtesy; and OCBO – behavior that leads to the increase of the effectiveness of the organization, it consist of conscientiousness, sportsmanship and civic virtue. In this study, the component of OCB that is used is the component which described by Konovsky and Organ (1996).

H4 : Job mediating the influence of transformational leadership of OCB behavior

III. METHODOLOGY

Considering some studies about transformational leadership and job satisfaction and its implication on OCB, so this study is casuality study where the puposes is to analyze whether there is or no qualintative relationship, where data that is used by using primary data to be analyzed by quantitative statistics analysis. Analysis technique of data that is used in this study is by using SEM (*Structural Equation Model*) method. Analysis technique of data that is used in this study is according to Ferdinand (2002:70), SEM is the tool or data analysis technique which consist of 2 basic stages i.e measurement model stage through Confirmatory Factor Analysis and equality structural model stage. The main purpose is to examine the congruity of the model by

using valid data. The amount of the sample that is used is 128 samples, which is divided into some PD BPR in Cirebon. The arranging technique scale 5 on the statement for each variable that is used.

IV. RESULT AND DISCUSSION

Respondent Profile

TABLE I
Respondent description

No	Description	Explanation	Result	%
1	Sex	Man	70	55%
		Woman	58	45%
2	Respondent of ages	< 19 years	25	20%
		20 - 30 years	41	32%
		>30 years	62	48%
4	Official status	Permanent employee	58	45%
		Staff-labourer	70	55%

From the result, it seems that respondent of man is 70 (55%) and woman is 58 (45%). respondent of ages < 19th is 25 (20%); age 20th-30th is 41 (32%), >30th is 62 (48%). official status is 58 (45%), staff-labourer is 70 (55%). mode analysis of the similarity structural can be looked at the sketch and the result of testing structural model which generally can produce fit indices model.

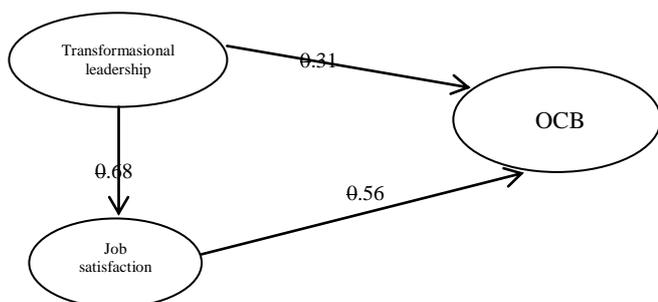


Fig.1 Result of research model
Transformasional leadership, job satisfaction and OCB

TABLE II
Trial of Good Fit Overall Model

Goodnes of Fit	Result	Requirement of Good	Explanation
Chi Square	41.6		
Probablity	0.12	>0.5	Good
CMIN/DF	1.24	< 0.2	Good
GFI	0.81	>0.90	Good
AGFI	0.79	>0.95	Moderat
TLI	0.87	>0.95	Moderat
RMSEA	0.06	<0.08	Good

TABLE III
Trial of research hypotesis

Variabel Independen	Variabel Dependen	Koefesien Standardized	Explanation
Transformasional leadership	Job satisfaction	0.68	Significant
Transformasional leadership	OCB Behaviour	0.31	Significant
Job satisfaction	OCB behaviour	0.56	Significant

Source : Data processing 2015

Table 3 described that the result of standardized regression weight transformasional leadership variable had an effect on job satisfaction as big as 0.68, with the probability value is 0,00. It means that transformasional leadership had significant effect of job satisfaction. Beside that, table 3 also

explained that based on the result of standardized regression weight, transformasional leadership variable had a direct effect on OCB behaviour as big as 0.31 with the probability value is 0.001. whereas, the result of standardized regression weight, the job satisfaction had an effect on OCB behaviour as big as 0.56 with the probability value is 0.000. It means that satisfaction of employee can encourage them to have OCB behaviour. To find out the role of job satisfaction mediation can be described on the table 4.

TABLE IV
Effect of the total job satisfaction

Independent variable	Mediator variable	Dependent variable	Indirect Effect	Total effect	P-Value
Transformasional leadership	Job Satisfaction	OCB	0,086	0,387	0.001

Source : data processing 2015

The calculation of table 4 can be known that the effect value of transformasional leadership on OCB had increased become 38.70 percent after there is work satisfaction variable which become as mediator variable.

V. Discussion

The result of hypotesis testing showed that transformasional leadership had an effect on job satisfaction. it means that transformasional leadership can increase the job satisfaction of PD BPR employee in Cirebon. the result of this research also similar with the statement of Robbins (2001) that leadership behaviour is capability to influence a group so they can obey to leader of group to achieve the certain aim.

Every leader should understand how to lead his group, have behaviour like what manager should have, and understand the condition of each situation in the work environment. the result of this research prove that leadership behaviour is supported by commitment or employee satisfaction support.

Dimension which consist in this research, such as motivation and communication, with interaction which can be considered as serious attention. Manager have to be capable in building interaction with all of the member of organization by communicating process to give motivation for employee. Darwish A. Yousef (1997) who do the research about job satisfaction, commitment and occupation, states that job satisfaction can improve the activity of work. this result of the research also similar with the concept of Seltzer and Bass (1990) which do research that related with transformasional leadership in relationship with leadership effectiveness, so the result of this research find that transformasional leadership in organization can improve job satisfaction. some result of the empiric study is similar with the research which do by Sudjadi and Drummond (2002), Spector, (1997). The result of it is also similar with the research toward the employees of National Oil Corporation Libya which do by Zahari dan Shurbagi (2012). Its result showed that there is a positive relationship between transformasional leadership with job satisfaction of employee. This finding is not also appropriate with the result of the research Yang and Islam (2012) which find out about the influence of transformasional leadership toward job satisfaction with used business perspective from balanced scorecard, it prove that transformasional leadership had a significant effect on job satisfaction.

According to Wright and Hamilton (1978), there is a relationship between the age and job satisfaction. The result of research also find out that exclamation of age can be benefit to add reliance and job satisfaction of employee. The old person is more satisfactory with their job than young. in this research, more that repondent (92%) who has age >30th tends to satisfied with their job, so that the indicator of transformational leadership doesn't has meaning for job satisfaction.

According to Tondok and Andarika (2004), there is a positive and significant relationship between working life, age, and job satisfaction. because, the most of respondent in this research (66.4%) have the working life more that 10 year that tend to satisfied with their job, so that the transformational leadership indicator doesn't has meaning toward the job satisfaction. the difference of age and working life caused this result of this research is not similar with the previous study.

Some efforts had been done by manager of PD BPR, based on this finding, it stated that tranformational leadership had direct effect on OCB behaviour. this finding also prove the Organ et al. finding (2006:8) OCB as an individual behaviour which discretionary, which is not direct and explicit get appreciation from the system formal retainne, and wholly can improve efficiency and efectiveness the function of organization. Inspirational motivation means that manager give meaning and challenge for the fellow man with purpose increasing enthusiasm and expectation, overspread vision, commitment to purpose. transformational leadership is perceived well by every employee, like giving attention to employee need, appreciation of the individual difference and give training and guideliness to the employee.

The result of hypotesis testing prove that job satisfaction had a positive and significant effect to OCB. it means that if job satisfaction of employee PD BPR Cirebon is higher, so that the OCB level is higher too. Conversely, if job satisfaction is lower, so that their OCB level is lower, too. this result of this research indicate that the employees who get job satisfaction will arise their willingness in doing their work which out of description. Because of there is compatibility between payment and responsibility, the interesting job and give the opportunity for study, opportunity to accept responsibility of work, opportunity to get an appreciation, promotion, opportunity to develop oneself, attention and fair deal to the employee, giving help to the employee, and partner who smart, friendly, and always support us in work environment, will improve OCB behaviour of employee. The raising OCB value of employee can do with way improving their job satisfaction.

Finding of this research is similar with the result of study whic done by Murphy et al. (2002), Schappe (1998), Krishnan et al. (2009), William and Anderson (1991), and Mohammad et al. (2011). Murphy et al. (2002) found that job satisfaction has significant and positive relationship for OCB. Schappe (1998) prove that job satisfaction has significant relationship with OCB. Krishnan et al. (2009) also do research toward administration staff from the public education institute in Malaysia, it showed that both intrinsic job satisfaction and exstrinsic job satisfaction had a signifcant effect on OCB staff. the research of William and Anderson (1991) found the positive relationship between exstrinsic and intrinsic job satisfaction with each dimension of OCB. Mohammad et al. (2011) also prove that job

satisfaction, both exstrinsic and intrinsic is very important in predicting membership behaviour of organization.

The result of this research also consistent with the study which done by Foote dan Tang (2008), Alotaibi (2001), Huang et al. (2012), dan Jahangir et al. (2004). the research of Foote and Tang (2008) showed that the relationship between job satisfaction and OCB is significant. result of study Alotaibi (2001) prove that justice perception variable, commitment of organization and job satisfaction have positive and significant relationship toward OCB behaviour. Huang et al. (2012) do research to the nurse in Taiwan hospital, which showed that hospital can improve OCB of employee with improving employee job satisfaction. the same result of study also done by Jahangir et al. (2004), which prove that job satisfactory, commitment of organization, and managership force can influence the employee of OCB.

VI. Conclusion

Transformational leadership has a positive and significant effect on job satisfaction. it means that transformational leadership has a meaning for job satisfaction. In this case, the value good or not in implementation of transformational leadership, the employees is satisfied with their job. Beside that, transformational leadership can encourage to employee OCB behaviour. the role of job satisfaction can mediating the influence of transformational leadership to OCB behaviour.

Managerial implication, is suggested in order to manager and executive of company PD BPR is more pay attention toward transformational leadership behaviour.

Transformational leadership is the determinant variable in improving OCB of employee PD, BPR Cirebon. Refer to respondent perception toward transformational leadership, leader should always pay attention to the employee need, appreciate the difference of individual, and give training or guidance to the employee, because in this case, that behaviour is dominant in building construct of transformational leadership. for the next study, it should be entered climate variable and job culture to improve OCB behaviour.

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