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The Effect of Job Satisfaction, Transformational Leadership, and Personality toward Organizational Citizenship Behaviour

Safitri Nurul Umi [1], **Agung Wahyu Handaru** [2], **Ari Saptono** [3]

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Job Satisfaction;

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Abstract

The purposes of this research are: 1) analyze the effect of Job Satisfaction, Transformational Leadership, Personality and Organizational Commitment to Organizational Citizenship Behaviour (OCB), 2) testing the hypothesis of the relation of Job Satisfaction, Transformational Leadership, and Personality to the Organizational Citizenship Behaviour directly and indirectly mediated by Organizational Commitment, 3) define the most dominant and the least variable which can be maintained and improved for the organizational continuity. Unit analysis in this research is 296 employees with position of staff and supervisor, and minimum education diploma degree at PT. WIKA Realty. Unit observed are 200 employees, the sample was obtained by slovin formula. Research conducted with descriptive unit, quantitative approach using primary data by questionnaire (Likert scale, 1-5). Data analyzes with Structural Equation Modelling using LISREL system version 8.80. Based on the research results, it was found that job satisfaction, transformational leadership, personality, and organizational commitment partially have a significant positive effect on Organizational Citizenship Behaviour. It was also found that there was a significant positive effect between job satisfaction, transformational leadership, and personality on organizational commitment. Furthermore, organizational commitment has been shown to mediate the effect of job satisfaction, transformational leadership, and personality in a significant positive way on Organizational Citizenship Behaviour.

[1]State University of Jakarta, Jakarta, Indonesia
[2]State University of Jakarta, Jakarta, Indonesia
[3]State University of Jakarta, Jakarta, Indonesia

1. Introduction

Organization sustainability is one of the most important things for Company in this global economic condition, which continuously improving. By maintaining the organization sustainability, it is expected that the company can grab the opportunity in the local and global market while minimizing the risk. To maintain organizational sustainability, employee in the organization as one of the resources take an important part. One of the most crucial things is employee commitment and behaviour toward the company in order to achieve the company goals and objectives. Organizational Citizenship Behaviour (OCB) is one of the important factors which can support organizational sustainability. Therefore company can take a look at factors which can affect the employee's organizational citizenship behaviour implementation. By having the positives behaviour, the company can achieve the goals and continuously improving.

Research on organizational citizenship behaviour in this study was conducted at PT. WIKA Realty. The company is comprised of three business units: Realty and Developer Business Unit, Property Management, and Construction Services. The purpose of the company to participate in real estate, property services, and other than tax law services.

Implementation of the organizational citizenship behaviour in the company is supported by the implementation of Good Corporate Government (GCG) and Code of Conduct (CoC) which has been implemented since 2010 and written in the GCG guidance book, which is being updated periodically. The implementation of the GCG is purposed to developing the employee commitment and consistency toward to company in order for company to become succeed. Some of the human resources things which can thatrt the implementation of those mentioned above are such job saction, the leadership style in the company, and the employee personality itself.

Employee satisfaction in the show relatively high, showing the engagement survey result by 76% (Company Annual Report, 2019), however the employee turnover is higher than the other company in the same industry, as shown in the table below:

Table 1. Employee Turnover Rate at PT. WIKA Realty

No	BUMN	Turnover Rate	
		2019	2018
1	PT WIKA Realty	3%	6%
2	PT PP Persero	5.77%	3.01%
3	Jasa Marga	0.4%	0.5%
4	Perumnas	2.95%	0.96%

Source: Company Annual Report 2019

Other than job satisfaction mentioned above there is also other things to be considered in the company, which is leadership style is felt that still cannot motivate and inspire employee to work more creatively. Not to mentioned, that employee characteristics or personality also take a big part in affecting the employee commitment and behaviour toward the company.

It is important to understand the employee job satisfaction in order to improve the employee commitment and behaviour toward the company. As previous study conducted by Sonia and Rani (2018) shows that job satisfaction has affecting the organizational citizenship behaviour. The higher the employee job satisfaction is, the higher the employee commitment and positive attitude toward the company which is align with the research result conducted by Prasetio et al. (2017),

that indicate organizational commitment as a mediator between the relationship of the job satisfaction and organizational citizenship behaviour. Some of the indicators mentioned of the job satisfaction are employee promotion, the relationship with the superiors, the relationship with the colleagues, and employee wellness (compensation, benefits, etc.)

Previous research regarding leadership, which in this research focuses more on transformational leadership, was conducted by Moestain, Hamidah, and Kadir (2020), which shows that transformational leadership has a positive and significant effect on organisational citizenship Behaviour. By having Havingwho can be a role model and motivate subordinatessubordinates to achieve higher than the standard, then it ove the employommitment and behaviour toward the company. Similar research also conducted by I Gde et al. (2016) shows that transformational leadership directly affects organizational citizenship behaviour and indirectly affects mediated by organizational commitment.

Last but not least in this research is the importance of the variable which mostly come from the employee as a human nature, which is personality. A review of previous studies has shown that personality is also one of the antecedents of organizational commitment and organizational citizenship behaviour. How individually react, though, feel, and behave will affect the process in the company. Employee who has positive attitude, open-minded, highly committed are most likely to contribute a lot toward company OCB. This is supported by the research Sargo, Hardhienata, and Rubini (2015). Other research also conducted by Kholisah, Sampeadi, and Apriono (2020) which shows that personality affecting organizational citizenship behaviour directly and indirectly mediated by organizational commitment.

Based on what has been described, the current study is conducted to get scientific answers to questions as stated below. (1) Does job satisfaction affect organizational citizenship behaviour of PT. WIKA Realty?; (2) Does transformational leadership affect organizational citizenship behaviour of PT. WIKA Realty?; (3) Does personality affect organizational citizenship behaviour of PT. WIKA Realty?; (4) Does organizational commitment affect organizational citizenship behaviour of PT. WIKA Realty?; (5) Does job satisfaction affect organizational commitment of PT. WIKA Realty?; (6) Does transformational leadership affect organizational commitment of PT. WIKA Realty?; (7) Does personality affect organizational commitment of PT. WIKA Realty?; (8) Does organizational commitment mediate the effect of job satisfaction on organizational citizenship behaviour of PT. WIKA Realty?; (9) Does organizational commitment mediate the effect of transformational leadership on organizational citizenship behaviour of PT. WIKA Realty?;(10) Does organizational commitment mediate the effect of personality on organizational citizenship behaviour of PT. WIKA Realty?

2. Materials and Methods

The research method used was a quantitative research method to find the relationship between the independent variables, namely job satisfaction (X_1), transformational leadership (X_2), and personality (X_3). The dependent variables are organizational commitment (Y_1) which also as a intervening variable, and organizational citizenship behaviour (Y_2). The research uses quantitative methods with explanatory or casual design. In this study, the population is employee level staff and supervisor at PT. WIKA Realty with number of employees 296 headcounts. The sample taken using probability sampling with simple random sampling. The sample obtained in this study was 200 respondents who hold the job position of staff and supervisor with minimum education diploma degree. The data collection by using questionnaire (Likert scale, 1-5) which distributed by online form and analyze uses Structural Equation Modelling (SEM) approach with measurement model using the LISREL version 8.80 program.

3. Results and Discussions

Coefficient of Determination Test/R Square (R^2)

Table 2. Value of R Square (R^2)

Variable	R Square
Organizational Commitment	0,260
Organizational Citizenship Behaviour (OCB)	0,300

Source: Results of Data Processing with LISREL version 8.80 (2021)

As seen in Table 2, the relationship between constructs based on the value of R Square can be explained as follows.

1. The value of R Square on the organizational commitment variable is 0.260. This shows that 0.260 or 26.4% of organizational commitment variables can be influenced by job satisfaction, transformational leadership and personality variables.
2. The value of R Square on the OCB variable is 0.300. This shows that 0.300 or 30.0% of the OCB variable can be influenced by the variables of job satisfaction, transformational leadership, personality and organizational commitment.

Hypothesis testing

Calculation of hypothesis testing using LISREL versi 8.33 can be seen from the path coefficient value, namely the t-statistic value of the relationship between variables in the study. The output coefficients between variables can be seen in the following path, which can be seen in Figure 1 below.

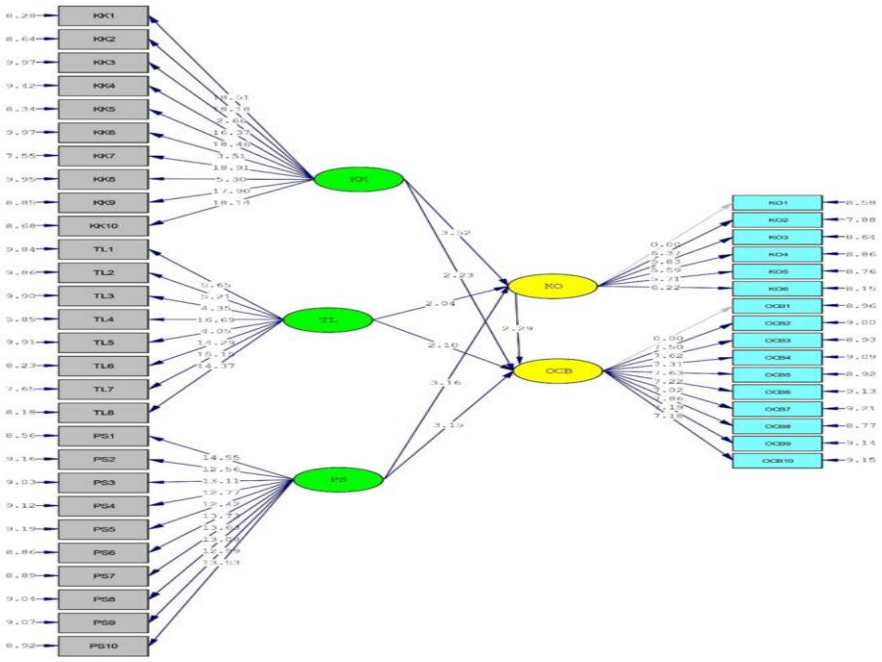


Figure 1. Model Testing Result (T-Values)
Source: Results of Data Processing with LISREL versi 8.80 (2021)

The results of the hypothesis based on Figure 1 above, can be seen more clearly in the following table.

Table 3. Hypothesis Testing

Hypothesis	Path	Coefficient	T Value	Conclusion
H1	Job satisfaction has positive effect on organizational citizenship behaviour	0,17	2,23	Hypothesis accepted
H2	*Transformational Leadership* has positive effect on *Organizational Citizenship Behaviour*	0,16	2,10	Hypothesis accepted
H3	*Personality* has positive effect on *Organizational Citizenship Behaviour*	0,25	3,15	Hypothesis accepted
H4	Organizational commitment has positive effect on *Organizational Citizenship Behaviour*	0,22	2,29	Hypothesis accepted
H5	Job satisfaction has positive effect on organizational commitment	0,30	3,52	Hypothesis accepted
H6	*Transformational Leadership* has positive effect on organizational commitment	0,17	2,04	Hypothesis accepted
H7	*Personality* has positive effect on organizational commitment	0,27	3,16	Hypothesis accepted
H8	Job satisfaction has positive effect on *Organizational Citizenship Behaviour* mediated by organizational commitment	0,06	2,01	Hypothesis accepted
H9	*Transformational Leadership* has positive effect on *Organizational Citizenship Behaviour* mediated by organizational commitment	0,04	1,98	Hypothesis accepted
H10	*Personality* has positive effect on *Organizational Citizenship Behaviour mediated by organizational commitment*	0,07	1,99	Hypothesis accepted

Source: Results of Data Processing with LISREL version 8.80 (2021)

Discussion

Effect of Job Satisfaction on Organizational Citizenship Behaviour (H_1)

Based on the table 3 above, the results of testing the first hypothesis of the effect of job satisfaction on organizational citizenship behaviour show the result of t-value > t-table, with t-value 2.23>1.96, and coefficient value 0.17. Thus, H_1 is accepted, and can be concluded that job satisfaction has a positive significant effect on organizational citizenship behaviour. The result of this research aligns with the research conducted by Chiaburu & Byrne (2009), whereas the result show that job satisfaction has a positive significant effect on organizational citizenship behaviour. Other research which supporting this is also conducted by Sonia dan Rani (2018) with research result that there is a positive and significant effect between the relationship of intrinsic and extrinsic job satisfaction on organizational citizenship behaviour. Therefore, the better the employee job

satisfaction, will resulting in better implementation of organizational citizenship behaviour. This is caused by employee with high job satisfaction will perform the job and finishing the responsibilities toward company well and highly dedicated (Chiaburu & Byrne, 2009).

Effect of Transformational Leadership on Organizational Citizenship Behaviour (H_2)

Refer to the table 3 above, the result of the testing the second hypothesis of the effect of transformational leadership on organizational citizenship behaviour show the result of t-value > t-table, with t-value 2.10>1.96, and coefficient value 0.16. Thus, H_2 is accepted, and can be concluded that transformational leadership has a positive significant effect on organizational citizenship behaviour. The research conducted by Bottomley et al. (2016) has same result showing that transformational leadership has a positive effect on organizational citizenship behaviour. Moreover, research conducted by Putu Adi dan Gusti Salit (2017) also has the same result which show that transformational leadership has a positive significant effect on organizational citizenship behaviour. Therefore, it is necessary to have a type of transformational leadership in leading the organization because the leader has to act as a role model, trustworthy, motivate, and paying attention to the employee needs which can resulting employee has a better organizational citizenship behaviour (Putu Adi dan Gusti Salit, 2017).

Effect of Personality Organizational Citizenship Behaviour (H_3)

Based on the table 3 above, the result of the testing the third hypothesis of the effect of personality on organizational citizenship behaviour show the result of t-value > t-table, with t-value 3.15>1.96, and coefficient value 0.25. Thus, H_3 is accepted, and can be concluded that personality has a positive significant effect on organizational citizenship behaviour. This result is aligns with the result of the research conducted by Sargo, Hardhienata, and Rubini (2016) which has a result that result that organizational citizenship behaviour positively and significantly affected by personality. Furthermore, Supriadi, Hardhienata, and Retnowati (2016) also have same result whereas personality has a positive effect on organizational citizenship behaviour. Therefore, one of way to improve the organizational citizenship behaviour is by having a better character of employee, which employee can show more open-mindedness, commitment, emotional stability which can have more contribution toward the company (Kholisah, et al., 2020)

Effect of Organizational Commitment on Organizational Citizenship Behaviour (H_4)

Refer to the table 3 above, the result of the testing the fourth hypothesis of the effect of organizational commitment on organizational citizenship behaviour show the result of t-value > t-table, with 2.29>1.96, and coefficient value 0.22. Thus, H_4 is accepted, and can be concluded that organizational commitment has a positive significant effect on organizational citizenship behaviour. This result is supported by previous research conducted by Adrian et al. (2019) which the result show that organizational commitment has a positive effect on organizational citizenship behaviour. Moreover, similar research also conducted by Mary et al. (2016) with had a result organizational commitment has a positive effect on organizational citizenship behaviour. Therefore, the better the condition of organizational commitment is, the better the organizational citizenship behaviour will be. The organizational commitment can be shown through employee interest in contributes to achieve company objectives and value. Organizational commitment is not only formal relationship between employee and company, deeper than that it should show the emotional engagement

between employee and company, which has positive effect toward organizational citizenship behaviour by showing the effort on good behaviour, following the company value and regulation, and having the utmost effort on achieving the company objectives (Diane Mary et al., 2016).

Effect of Job Satisfaction on Organizational Commitment (H_5)

Based on the table 3 above, the result of the testing the fifth hypothesis of the effect of job satisfaction on organizational commitment show the result of t-value > t-table, with 3.52>1.96, and coefficient value 0.30. Thus, H_5 is accepted, and can be concluded that job satisfaction has a positive significant effect on organizational commitment. Previous research conducted by Parton, Yuniarshi, dan Ahman (2017) also show the same result whereas job satisfaction has an effect on organizational commitment. In addition, research result by Ismail & Razak (2016) shows that job satisfaction has an effect on organizational commitment. Therefore, job satisfaction as one of the dominant factor affecting organizational commitment, whereas the condition which related to the job satisfaction may need to be improved such as work discipline, remuneration, promotion opportunity. The factors mentioned will lead directly to the organizational commitment, one of them is the employee loyalty and intention to belong to the company's for a long time (Ismail & Razak, 2016).

Effect of Transformational Leadership on Organizational Commitment (H_6)

Refer to the table 3 above, the result of the testing the sixth hypothesis of the effect of transformational leadership on organizational commitment show the result of t-value > t-table, with 2.04>1.96, and coefficient value 0.17. Thus, H_6 is accepted, and can be concluded that transformational leadership has a positive significant effect on organizational commitment. This is align with the previous research conducted by Mary et al. (2016), which show the result that there is a strong relationship between transformational leadership and organizational commitment. Same research also conducted by Ronny (2016) with result there is strong relationship between transformational leadership and organizational commitment. Therefore, by implementing transformational leadership, employee can have a trust, admiration, loyalty and respect to the leader in the company which can motivate employee to perform more than expectation. Transformational leadership improve the employee awareness of the importance of the job result, encourage employee to surpass personal interest and pay more attention on organization interest, they can improve the employee commitment toward the organization, proved by the employee loyalty and employee's interest in the company wellbeing (Rony, 2016).

Effect of Personality on Organizational Commitment (H_7)

Based on the table 3 above, the result of the testing the seventh hypothesis of the effect of personality on organizational commitment show the result of t-value > t-table, with 3.16>1.96, and coefficient value 0.27. Thus, H_7 is accepted, and can be concluded that personality has a positive significant effect on organizational commitment. This founding is supporting by the research conducted by Herath dan Shamila (2018) with results show that there is a positive significant effect of personality on organizational commitment. Similar research also conducted by Thiruvarasi, M. and Kamaraj, M (2017) which get same result personality has a significant effect on organizational commitment. Therefore, it is important to understand the employee personality in order to improve

the organizational commitment. Personality can be improved by analyzing the employee personal growth as well as the company enhancement (Mehr & Dashti, 2016).

Effect of Job Satisfaction on Organizational Citizenship Behaviour mediated by Organizational Commitment (H_8)

Refer to the table 3 above, the result of the testing the eight hypothesis of the effect of job satisfaction on organizational citizenship behaviour mediated by organizational commitment show the result of t-value > t-table, with 2.01>1.96, and coefficient value 0.06. Thus, H_8 is accepted, and can be concluded that organizational commitment mediated the effect of job satisfaction on organizational citizenship behaviour. Supporting this result, there was a previous research conducted by Fitrio et al. (2019), which show that organizational commitment mediated the effect of job satisfaction on organizational citizenship behaviour. Therefore, from the study above show that job satisfaction has an effect on organizational commitment, which mean that the higher the employee job satisfaction will lead to higher organizational commitment that eventually will also lead to the higher organizational citizenship behaviour. The improvement of the job satisfaction can be implemented by giving the attention toward the factors which affecting the job satisfaction, such as placement which align with the employee's capability and interest, opportunity of fair promotion, which will increase organizational commitment and lead to the increase of the organizational citizenship behaviour (Fitrio e al., 2019).

Effect of Transformational Leadership on Organizational Citizenship Behaviour mediated by Organizational Commitment (H_9)

Based on the table 3 above, the result of the testing of ninth hypothesis of the effect of transformational leadership on organizational citizenship behaviour mediated by organizational commitment show the result of t-value > t-table, with 1.98>1.96, and coefficient value 0.04. Thus, H_9 is accepted, and can be concluded that organizational commitment mediated the effect of transformational leadership on organizational citizenship behaviour. This is in line with the previous research conducted by I Gde et al. (2016) with the result that transformational leadership affect organizational citizenship behaviour directly and indirectly toward organizational commitment. Therefore, from the study above show that transformational leadership has an effect on organizational commitment, which mean that the more effective the implementation of transformational leadership is will lead to higher organizational commitment that eventually will also lead to the higher organizational citizenship behaviour. It is important to make the transformational leadership implementation by influence the subordinate to actively participate in the extra work and responsibilities which has high importance in contributing the organizational growth (I Gde et al., 2016).

Effect of Personality on Organizational Citizenship Behaviour mediated by Organizational Commitment (H_{10})

Refer to the table 3 above, the result of the testing of the tenth hypothesis of the effect of personality on organizational citizenship behaviour mediated by organizational commitment show the result of t-value > t-table, with 1.99>1.96, and coefficient value 0.07. Thus, H_{10} is accepted, and can be concluded that organizational commitment mediated the effect of personality on organizational citizenship behavio. Previous research conducted by Kholisah, Sampeadi, dan

Apriono (2020) show that personality has a effect on organizational citizenship behaviour directly and indirectly toward organizational commitment. Therefore, from the study above show that personality has an effect on organizational commitment, which mean that the better the employee personality is will lead to higher organizational commitment that eventually will also lead to the higher organizational citizenship behaviour. The research result above can be a reference for the company to improving the employee personality which will eventually improving the implementation of both organizational commitment and organizational citizenship behaviour (Kholisah, Sampeadi, dan Apriono, 2020).

4. Conclusion

Based on the results of the research that has been done, it can be concluded some of these studies are as follows:

1. Job satisfaction has a significant positive effect on organizational citizenship behaviour.
2. Transformational leadership has a significant positive effect on organizational citizenship behaviour.
3. Personality has a significant positive effect on organizational citizenship behaviour.
4. Organizational commitment has a significant positive effect on organizational citizenship behaviour.
5. Job satisfaction has a significant positive effect on organizational commitment
6. Transformational leadership has a significant positive effect on organizational commitment
7. Personality has a significant positive effect on organizational commitment
8. Job satisfaction has a significant positive effect on organizational citizenship behaviour mediated by organizational commitment.
9. Transformational leadership has a significant positive effect on organizational citizenship behaviour mediated by organizational commitment.
10. Personality has a significant positive effect on organizational citizenship behaviour mediated by organizational commitment.

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