

# **THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AT PT. SYAUKATH SEJAHTERA GANDAPURA ACEH**

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## **Abstract**

*This study aims to determine the effect of Transformational Leadership, Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior at PT Syaukath Sejahtera Gandapura. The independent variables in this study are Transformational Leadership, Job Satisfaction and Organizational Commitment, while the dependent variable is Organizational Citizenship Behavior. This type of research uses a quantitative method, data collection using a questionnaire containing questions and statements by distributing it to the employees concerned at PT Syaukath Sejahtera Gandapura. The scoring technique uses a Likert scale. This research was conducted at PT Syaukath Sejahtera with 116 respondents, where the sampling in this study used saturated samples, where all populations were sampled so that the number of samples in this study was 116 respondents. This study uses multiple linear regression analysis with the SPSS (Statistical Program for Social Science) program. The results of this study indicate that transformational leadership and organizational commitment do not affect Organizational Citizenship Behavior at PT Syaukath Sejahtera Gandapura, while the job satisfaction variable has a negative and significant effect on Organizational Citizenship Behavior at PT Syaukath Sejahtera Gandapura. The better the transformational leadership and organizational commitment in a company, the more it will increase the Organizational Citizenship Behavior or extra-role behavior of employees, thereby increasing employee performance.*

**Keywords :Transformational Leadership, Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior**

## **1. INTRODUCTION**

In the era of globalization, every company should require human resources that are considered important and have a great influence on the effectiveness of the company's performance, especially in the long term. This is done solely as one of the company's efforts to achieve its goals. Human resources play an important role in dealing with changes that occur and are important assets owned by a company, because the success of the company is largely determined by the human element. HR management is currently a must and no longer an option if the company wants to grow. One thing that must be considered is the employee's sense of volunteerism in helping coworkers outside of their responsibilities. If employees already have that feeling, the company's performance will increase and employees will feel satisfied in doing their jobs. Various positive and interactive human resource behaviors include good cooperation among employees, so that they can work with low absenteeism (zero absenteeism) and have a willingness to work more productively. Pramudianti & Wijono, 1895 emphasized that good interaction between employees and producing human output that has a low level of absenteeism, high organizational

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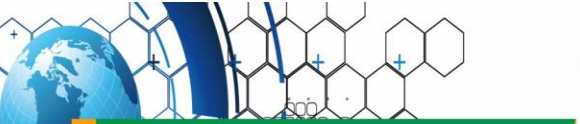
commitment, and achievement of job satisfaction and employees have Organizational Citizenship Behavior (OCB) then the situation can shape changes and development of the company. PT Syaukath Sejahtera is a company engaged in the palm oil processing industry. The PT Syaukath Sejahtera business unit obtains raw materials for TBS from the plantations of the PT Syaukath Sejahtera unit itself and some are obtained from people's or private plantations in the surrounding area. In addition to producing CPO (Crude Palm Oil), the PT Syaukath Sejahtera business unit also produces Palm Kernel Oil (PKO) which is then not marketed but will be further processed to the palm kernel processing plant at PT Syaukath Sejahtera. The CPO oil products produced by PT Syaukath Sejahtera are marketed with an ordering system by consumers where the CPO palm oil orders are then sent to consumers.

Organizational Citizenship Behavior (OCB) is extra work behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the company (Robbins, 2009). Maulana (2020) stated that OCB is characterized by efforts in any form carried out based on employee policy that provide benefits to the organization without expecting any reward. Examples of employee Organizational Citizenship Behavior (OCB) actions in a company are volunteering for extra work activities, helping coworkers, and giving positive comments about the company. Therefore, to improve Organizational Citizenship Behavior (OCB), there need to be factors that influence it, including transformational leadership, job satisfaction and organizational commitment. (Dan et al., 2017) stated facts that show that organizations that have Organizational Citizenship Behavior (OCB) will show better performance in the organization.

Huang et al. (2012) stated that research on Organizational Citizenship Behavior has been conducted and several factors have been proven to influence Organizational Citizenship Behavior. In line with Shweta and Srirang (2013) stated that factors that influence the emergence of Organizational Citizenship Behavior are individual disposition and motives, group cohesiveness, employee attitudes which include job satisfaction, transformational leadership style and organizational commitment.

Organizational Citizenship Behavior (OCB) at PT Syaukath Sejahtera can be said to be good, this can be seen from the initiative to replace colleagues who are absent or due to obstacles. Where superiors do not need to give instructions in advance for employees to help complete the work. This can also be seen from the attitude of employees who not only do their own tasks and responsibilities but have a desire to help other colleagues, who have more workload. The level of compliance with the relevance of the agency or organization is good because the manager of PT Syaukath Sejahtera said "the level of violations committed by employees is very minimal, because it can be seen from the SP issued by the company for employees who commit violations are few". In addition, punctuality in completing work that is the responsibility of employees, as well as being able to involve themselves and contribute maximally to the organization and the attitude of employees who care about their colleagues creates a sense of comfort in the company.

One of the variables that influences OCB is transformational leadership. According to Supit 2016, transformational leaders are leaders who inspire their followers to convey their personal interests for the good of the organization. In realizing Organizational Citizenship Behavior (OCB), a leader is needed who has the ability to act as an Agent of Change for the company, and the company is expected to be able to retain employees who have a high commitment to the organization, because this can maintain the level of employee job satisfaction so that employees become more active to work optimally. Because without the role of a leader in the company, the company will not run effectively and will not progress according to its goals. In addition, organizational citizenship behavior can be formed through interactions that occur between employees and leaders. Transformational leadership can basically create an environment that motivates employees to achieve organizational goals and develop interest in working (Awanti et al., 2018). Leaders who apply this type of transformational leadership will tend to encourage their followers to produce work beyond what is expected, namely by changing the vision, being an example, providing support, and stimulating the desire to change for the better. Followers have



trust, admiration, loyalty, and respect for their leaders, so they will easily do more than expected.

The results of Humphrey's (2012) research conducted on 128 private employees in Kansas showed that transformational leadership has a positive effect on organizational citizenship behavior owned by employees. Humphrey (2012) said that this positive relationship is based on the leader being viewed as a role model, having trust, motivation, attention to the needs of subordinates so that subordinates have a tendency to carry out extra-role behavior (OCB). The results of this study are also supported by Lian and Tui (2012) showing that transformational leadership style has a significant positive relationship with organizational citizenship behavior (OCB). The results of Maptuhah Rahmi's (2013) research on 125 permanent teachers of State Senior High Schools in East Lombok Regency stated that transformational leadership has a significant positive effect on organizational citizenship behavior. If the intensity of the application of transformational leadership is high, the level of Organizational Citizenship Behavior will also increase (Rahmi, 2013).

The transformational leadership conditions that occur at PT Syaukath Sejahtera can be said to be less than good, this is because the division structure that is applied is less effective when viewed from the organizational structure of PT Syaukath Sejahtera. Because in making decisions, leaders do not directly interact with employees but only convey the results of the decision to each division head. In addition, the lack of interaction between leaders and employees results in employees not getting direct encouragement from leaders to always be innovative in completing work and being active in every task they do.

A unique pattern is shown by the relationship between transformational leadership and OCB at PT Syaukath Sejahtera. Good transformational leadership is usually followed by good OCB. However, what happened at PT. Syaukath Sejahtera, when transformational leadership was not good, OCB actually increased. In other words, the low level of transformational leadership is not directly proportional to OCB. There is a fundamental question from the existence of this phenomenon, where it can be said that transformational leadership affects OCB or not.

In addition to the type of leadership, job satisfaction is also one of the factors that causes organizational citizenship behavior (OCB), so it is considered very important for organizations to pay attention to employee job satisfaction (Rini et al., 2013). With job satisfaction, employees will do their best to do work outside their responsibilities. Robbins (2008) stated that job satisfaction encourages the emergence of OCB because satisfied employees will be more likely to speak positively about their organization, help coworkers, and show performance that exceeds normal expectations. Satisfied employees will also be more obedient in carrying out their duties because they want to repeat the positive experiences they have felt.

Robbins and Judge (2008) stated that it is logical to consider satisfaction as a major predictor of OCB, because satisfied employees tend to talk positively about the organization, help other individuals, and exceed normal expectations in their jobs. In addition, satisfied employees may provide more roles because they respond to their positive experiences. In contrast to the results of Mehboob and Bhutto's (2012) study, in their study it was found that the relationship between job satisfaction and OCB dimensions was weak. The results of the study stated that job satisfaction is a weak predictor of OCB and only has a partial effect on several OCB dimensions. Sani's (2013) study also found similar results, that job satisfaction does not have a positive effect on OCB.

At PT Syaukath Sejahtera there is a problem regarding low employee job satisfaction caused by pressure at work, employee salary that is still considered not in accordance with the work done including the absence of incentives such as bonuses for employees. In addition, some employees feel dissatisfied with the promotion system implemented. The policy implemented by the company for job promotions only applies to several internal employees and is held when there is a vacant position.

A unique pattern is shown by the relationship between job satisfaction and OCB at PT Syaukath Sejahtera. Good job satisfaction is usually followed by good OCB. However, what happened at PT. Syaukath Sejahtera, when job satisfaction was not good, OCB actually increased.



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In other words, the low level of job satisfaction is not directly proportional to OCB. There is a fundamental question from the existence of this phenomenon, where it can be said that job satisfaction affects OCB or not.

Another factor that triggers the emergence of organizational citizenship behavior is organizational commitment. Porter (2016) states that organizational commitment is a term used to explain an employee's readiness to accept organizational goals and face work. Employees with high organizational commitment have a strong attachment to the organization so that they can increase OCB behavior (Maulana, 2020). Employees who are committed to their organization will act in line with organizational goals, take risks for the organization, and want to stay in the organization so that it is hoped that the level of employee desire to resign will decrease and employee performance will increase to produce company effectiveness (Juliana et al., 2022) in (Darmawati, 2018).

Research gaps were also found in previous studies on the influence of organizational commitment on OCB. Based on research by Mohamed and Anisa (2012), which examined the influence of the variables of the three components of organizational commitment (affective commitment, continuance commitment, and normative commitment) on OCB, it was stated that the normative commitment and continuance commitment variables had a significant positive influence on OCB, while the affective commitment variable did not have a significant influence on OCB. Furthermore, research conducted by Bakhshi, Sharma, and

Kumar (2011), stated that the three components of organizational commitment, positively correlated with the aggregate measurement of OCB but the correlation shown for all variables was not significant, only normative commitment had a significant positive relationship to OCB. Meanwhile, Pratiwi's research (2013), which used organizational commitment as a mediating variable (intervening), stated that organizational commitment had a positive and significant effect on Organizational Citizenship Behavior (OCB).

The condition of organizational commitment at PT Syaukath Sejahtera, there are employees who do not have full commitment to the company because employees feel they cannot continue their careers. In addition, the lack of appreciation given by the company to employees who work beyond their responsibilities and the non-objective work assessments felt by employees have an impact on the sense of employee commitment to the company decreasing.

A unique pattern is shown by the relationship between organizational commitment and OCB at PT Syaukath Sejahtera. Good organizational commitment is usually followed by good OCB. However, what happened at PT. Syaukath Sejahtera, when organizational commitment was poor, OCB actually increased. In other words, the low level of organizational commitment is not directly proportional to OCB. There is a fundamental question from the existence of this phenomenon, where it can be said that organizational commitment affects OCB or not.

## **2.LITERATURE REVIEW**

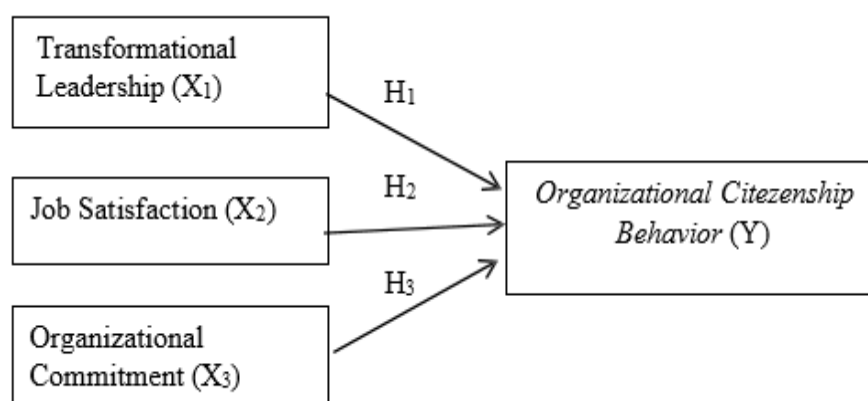
Based on the results of research conducted at the Panjatan District Office, Kulon Progo, transformational leadership, organizational commitment, and job satisfaction have a positive and significant effect on the Organizational Citizenship Behavior of employees at the Panjatan District Office. The findings imply that the head of the office should pay more attention to the implementation of the independent variables in the office. The head of the office can improve transformational leadership through items that are still considered low, namely the ability to understand the needs and abilities of employees. In the organizational commitment variable, the item with the lowest value that can be improved is the item regarding moving organizations. Based on research and discussion from Putu Adi Satyawan and Gusti Salit Ketut Netra, transformational leadership has a positive and significant effect on organizational citizenship behavior at UD. Kariasih in Mengwi Badung. Job satisfaction has a significant positive effect on organizational citizenship behavior at UD. Kariasih in Mengwi Badung. Organizational commitment has a

significant positive effect on organizational citizenship behavior at UD. Kariasih in Mengwi Badung.

Based on the results of the research analysis at PT. Sinergi, that transformational leadership has a significant positive effect on organizational citizenship behavior of employees at PT. Sinergi. Job satisfaction has a significant positive effect on organizational citizenship behavior of employees at PT. Sinergi. Organizational commitment has a significant positive effect on organizational citizenship behavior of employees at PT. Sinergi. Transformational Leadership has a positive and significant effect on organizational citizenship behavior at the Badung Regency Inspectorate. This shows that the higher the level of transformational leadership, the higher the organizational citizenship behavior role of employees at the Badung Regency Inspectorate. Organizational Commitment has a positive and significant effect on organizational citizenship behavior at the Badung Regency Inspectorate. This shows that the higher the commitment felt by employees at work, the higher the organizational citizenship behavior role of employees at the Badung Regency Inspectorate.

From the analysis and discussion of the research conducted by Heni Awanti et al. on the Marketing Division Employees of PT. Indofood CBP Sukses Makmur (Nutrition & Special Food) Semarang Branch, there is a significant positive transformational influence and leadership on Organizational Citizenship Behavior of PT. Indofood CBP Sukses Makmur (Nutrition & Special Food) Semarang Branch. There is a positive and significant influence of job satisfaction on Organizational Citizenship Behavior of PT. Indofood CBP Sukses Makmur (Nutrition & Special Food) Semarang Branch. There is a significant positive influence of positive and organizational commitment on Organizational Citizenship Behavior of PT. Indofood CBP Sukses Makmur (Nutrition & Special Food) Semarang Branch. There is a significant positive influence and transformational leadership, job satisfaction and organizational commitment together on Organizational Citizenship Behavior of PT. Indofood CBP Sukses Makmur (Nutrition & Special Food) Semarang Branch.

### Conceptual Framework



### Hypothesis

- H1: Transformational Leadership has an effect on Organizational Citizenship Behavior at PT. Syaukath Sejahtera
- H2: Job satisfaction influences Organizational Citizenship Behaviour

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at PT. Syaukath Sejahtera

H3: Organizational Commitment has an effect on Organizational Citizenship Behavior at PT. Syaukath Sejahtera.

### **3. IMPLEMENTATION METHOD**

Population according to Sugiyono (2017) is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. Population is also not just the number of subjects or objects studied, but includes all the characteristics or properties possessed by the subject or object. The population in this study is employees. According to (Sugiyono, 2013) Samples are part of the number and characteristics possessed by the population. The sampling used in this study uses the population as a saturated sample. Saturated sampling is a sampling technique when all members of the population are used as samples. So the sample used in this study was all employees at PT. Syaukath Sejahtera, totaling 116 people.

A research instrument is a tool used to collect data in a study, this is in the form of a questionnaire, interview, observation, test, or other techniques used to collect information relevant to the study. The research instrument used in this study is a questionnaire. According to Sugiyono (2017) a questionnaire is a data collection technique carried out by providing a set of written statements to respondents to be answered. Data collection is carried out by providing a questionnaire or list of questions, this questionnaire includes statements that measure the influence of Transformational Leadership, Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior (OCB).

### **4. RESULTS AND DISCUSSION**

#### **4.1 Normality Test**

The results of the normality test can be seen that the data is spread around the diagonal line and follows the direction of the diagonal line. So from the picture above it can be concluded that all research data is normally distributed, because all data follows the diagonal line.

#### **4.2 Multicollinearity Test**

The results of the multicollinearity test can be seen that all variables have a tolerance value  $\geq 0.10$  and a VIF value  $\leq 10$ . This indicates that there is no multicollinearity and this test is good for use in this research model.

#### **4.3 Heteroscedasticity Test**

The results of the scatterplot test show that the points are spread randomly and are spread both above and below the number zero on the Y axis. This can be concluded that there is no heteroscedasticity in the regression model. So the regression model is suitable for use in predicting Organizational Citizenship Behavior (OCB).



#### 4.4 Multiple Linear Regression Analysis

**Table 1**  
**Multiple Linear Regression Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	27,529	4,400		6,257	,000
	X1	,114	,104	,101	1,089	,278
	X2	-,181	,091	,187	-2,003	,048
	X3	,061	,105	,054	,580	,563

a. Dependent Variable: Y

Source: Research Results, processed data (2024)

Based on Table 1, the multiple linear regression equation is obtained as follows:

$$Y = 27.529 + 0.114 X1 - 0.181 X2 + 0.061 X3 + e2$$

Where:

Y = Organizational Citizenship Behavior (OCB) a

= Constant

e =Error

X1 = Transformational Leadership

X2 = Job Satisfaction

X3 = Organizational Commitment

The equation model of the multiple linear regression test results in Table 1 can be explained as follows:

1. The large constant coefficient value of 27.529 can be interpreted that if transformational leadership, job satisfaction and organizational commitment are considered constant, it will increase the value of Organizational Citizenship Behavior (OCB) by 27.529.
2. The regression coefficient of transformational leadership (X1) is -0.114, which means that if the transformational leadership variable (X2) is increased by 1 Likert scale unit, Organizational Citizenship Behavior (OCB) (Y) will increase by 0.114.
3. The regression coefficient for the job satisfaction variable (X2) is -0.181, which means that if the job satisfaction variable (X2) is increased by 1 Likert scale unit, then Organizational Citizenship Behavior (OCB) (Y) will increase. decreased by 0.181.
4. The regression coefficient of the organizational commitment variable (X3) is 0.061, which means that if the organizational commitment variable (X3) is increased by 1 Likert scale unit, Organizational Citizenship Behavior (OCB) (Y) will increase by 0.061.
5. The standard error is 4,400.

#### 4.5 Correlation Coefficient (R) and Determination Test (R2 Test)

The correlation coefficient (R) is 0.045. This value indicates a weak relationship (correlation) between the variables of transformational leadership, job satisfaction and



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organizational commitment to organizational citizenship behavior at PT Syaukath Sejahtera Gandapura. While the coefficient of determination (Rsquare) is terminated above to determine how much influence the independent variables have on the dependent variable. Table 4.15 shows R2 (Rsquare) of 0.019, this indicates that the variables of transformational leadership, job satisfaction and organizational commitment to organizational citizenship behavior at PT Syaukath Sejahtera Gandapura are 1.9%. The remaining 98.1% is influenced by other factors not examined in this study.

#### **4.6 Simultaneous Test (F Test)**

The results of the F test can be used to predict the contribution of aspects of transformational leadership variables, job satisfaction and organizational commitment to OCB. From the regression results, the F count value was obtained at 1.741 and F table at 2.685643. Because the F count value  $<F \text{ table or } 1.741 < 3.11$  and the significant value is  $0.163 > 0.05$ , this indicates that the independent variables or transformational leadership (X1) job satisfaction (X2) and organizational commitment (X3) together do not have a significant effect on the Organizational Citizenship Behavior (OCB) variable (Y)

#### **4.7 DISCUSSION**

##### **4.7.1 The Influence of Transformational Leadership on Organizational Citizenship Behavior (OCB)**

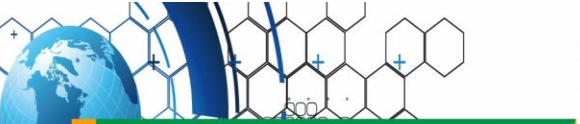
The test results of the transformational leadership variable (X1) on OCB (Y) can be seen in table 4.17, the Tcount value is  $1.089 \leq 1.65857$ , which is smaller than the ttable value at a 95% confidence level ( $\alpha = 5\%$ )  $df = nk = 116 - 4 = 112$ , the ttable value is 1.65857 with a significant value of  $0.278 \geq 0.05$ . So transformational leadership (X1) has a positive and insignificant effect on Organizational Citizenship Behavior (OCB) (Y) at PT Syaukath Sejahtera. Thus, the first hypothesis is rejected. This shows that the transformational leadership style applied by PT Syaukath Sejahtera is unable to influence the OCB of PT Syaukath Sejahtera employees. The unsupported hypothesis is in line with Luthan's theory which states that transformational leadership does not have a direct effect on Organizational Citizenship Behavior but has an indirect effect.

According to Robbins and Judge (2013), transformational leadership has different effectiveness in various situations. Transformational leadership has a greater influence on smaller follower groups than in complex organizations. Transformational leadership is more effective when leaders can interact with employees and make decisions directly than when leaders must report first to managers or deal with complex organizational and divisional structures. Most companies in Indonesia have complex structures, as does PT Syaukath Sejahtera. This is likely one of the factors that caused the differences in findings in this study, where transformational leadership was unable to directly influence Organizational Citizenship Behavior. In addition, many respondents' responses based on indicators of the OCB variable gave responses that disagreed compared to the transformational leadership variable, resulting in the transformational leadership that was applied being unable to influence OCB at PT Syaukath. In addition, this study also supports and is in line with research conducted by Juniarta et al (2016) which also concluded that transformational leadership had no effect on Organizational Citizenship Behavior. However, this is in contrast to the research conducted by Gunawan (2016), the results of his research showed that transformational leadership had a significant influence on Organizational Citizenship Behavior at PT First Marchinery Tradeco, Surabaya branch.

##### **4.7.2 The Influence of Job Satisfaction on Organizational Citizenship Behavior (OCB)**

The test results of the job satisfaction variable (X2) on OCB (Y) can be seen in table 4.17, the Tcount value is obtained with a value of  $-2.003 \geq 1.65857$  greater than the ttable value at a confidence level of 95% ( $\alpha = 5\%$ )  $df = nk = 116 - 4 = 112$  the ttable value is obtained at 1.65857 with a significant value of  $0.048 \leq 0.05$ . So job satisfaction has a negative and significant effect on





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Organizational Citizenship Behavior (OCB) at PT Syaukath Sejahtera. Thus, the second hypothesis is accepted because of the influence shown in the research results. This shows that job satisfaction felt by employees at PT Syaukath Sejahtera is able to influence the OCB of PT Syaukath Sejahtera employees. The results of the research processing above provide an illustration that if employees feel satisfied with the company with what is in the organization, it is not necessarily that employees want to help their co-workers or do extra work. Because employees feel very satisfied because they have contributed or completed the company's work very well for the work that is their responsibility.

As a result, the more satisfied employees feel with the work they do, they consider it unnecessary to make extra contributions or work because employees feel they have fulfilled their responsibilities to the maximum. Therefore, the higher the job satisfaction, the lower the Organizational Citizenship Behavior. In addition, the respondents' responses based on the indicators of the OCB variable, many of them gave responses that were less agreeable or even disagreed compared to the job satisfaction variable, resulting in the satisfaction that was applied actually lowering OCB at PT Syaukath. In addition, this study also supports and is in line with the research conducted by Takaheghesang et al (2016), the results of their study showed that the job satisfaction variable had a negative effect on Organizational Citizenship Behavior in employees of PT Jasa Raharja (Persero) Manado. However, it is in contrast to the research conducted by Krisjayanti & Supartha (2020) the results of their study showed that the job satisfaction variable had a positive effect on Organizational Citizenship Behavior.

### 4.7.3 The Influence of Organizational Commitment on Organizational Citizenship Behavior (OCB)

The test results of the organizational commitment variable (X3) on OCB (Y) can be seen in table 4.17, the Tcount value is obtained with a value of  $0.580 \leq 1.65857$ , which is smaller than the ttable value at a confidence level of 95% ( $\alpha = 5\%$ )  $df = n - k = 116 - 4 = 112$ , the ttable value is obtained at 1.65857 with a significant value of  $0.563 \geq 0.05$ . So organizational commitment has a positive and insignificant effect on Organizational Citizenship Behavior (OCB) (Y) at PT Syaukath Sejahtera. Thus, the third hypothesis is rejected because it does not show an effect between variables. This shows that the organizational commitment implemented by PT Syaukath Sejahtera is unable to influence the OCB of PT Syaukath Sejahtera employees. This is because OCB is a behavior that exceeds what is standardized by employees (beyond expectations), so that high organizational commitment does not always cause someone to do OCB.

Employees who feel they have high normative and ongoing commitment tend to be neutral for their affective commitment. This will be different if employees have affective commitment, because affective commitment is deeper than other commitments, in other words, someone who has affective commitment feels a bond with the organization because things are felt by the employee himself, not from the outside like normative commitment and ongoing commitment, so the urge to do OCB is greater if someone has high affective commitment. In addition, the respondents' responses based on the indicators of the OCB variable, many gave responses that disagreed compared to the organizational commitment variable, resulting in the organizational commitment that was applied not being able to influence OCB at PT Syaukath. This study is in line with research conducted by Priyandini et al (2020), the results of their study showed that the organizational commitment variable did not have a significant effect on Organizational Citizenship Behavior. However, it is in contrast to research conducted by Krisjayanti & Supartha (2020), the results of their study showed that the organizational commitment variable had a positive and significant effect on Organizational Citizenship Behavior.

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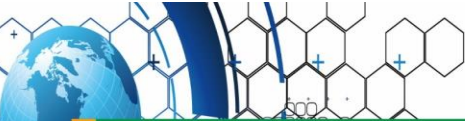
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**4.7 CONCLUSION**

Based on the results of the tests conducted, it was found that if the variables of transformational leadership, job satisfaction and organizational commitment were constant, then the value of the OCB variable would also be constant at 27,529 and this result was significant at the 5% level. Based on the results of the tests conducted partially, it was found that the transformational leadership variable had a positive and insignificant effect on Organizational Citizenship Behavior (OCB) at PT Syaukat Sejahtera Gandapura Aceh. Based on the results of the tests conducted partially, it was found that the job satisfaction variable had a negative and significant effect on Organizational Citizenship Behavior (OCB) at PT Syaukat Sejahtera Gandapura Aceh. Based on the results of the tests conducted partially, it was found that the organizational commitment variable had a positive and insignificant effect on Organizational Citizenship Behavior (OCB) at PT Syaukat Sejahtera Gandapura Aceh. Based on the results of the tests conducted simultaneously, it was found that the variables of transformational leadership, job satisfaction and organizational commitment together did not affect Organizational Citizenship Behavior (OCB) at PT Syaukat Sejahtera Gandapura Aceh.

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