

How to Improve Job Satisfaction and Organizational Citizenship Behavior Through Transformational Leadership and Organizational Culture? (Study on Employees of PT Anugrah Agung Pratama Kota Kediri)

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Abstrak: Untuk meningkatkan kinerja calon karyawan, perusahaan harus mempromosikan sikap sukarela atau organizational citizenship behavior, dan kepuasan kerja. Penelitian ini sangat penting untuk mengidentifikasi dampak kepemimpinan transformasional dan budaya organisasi terhadap kepuasan kerja dan perkembangan perilaku kewargaan perusahaan. Penelitian ini menggunakan metodologi kuantitatif untuk mengumpulkan data dari 32 karyawan dengan menggunakan strategi sampling jenuh. Data dianalisis menggunakan teknik SEM berbasis PLS dengan bantuan perangkat lunak SmartPLS. Hasil penelitian menunjukkan bahwa kepemimpinan transformasional tidak berpengaruh terhadap kepuasan kerja, budaya organisasi berpengaruh positif signifikan terhadap kepuasan kerja, kepemimpinan transformasional tidak berpengaruh terhadap perilaku kewargaan organisasi (OCB), budaya organisasi berpengaruh terhadap OCB, kepuasan kerja tidak memediasi pengaruh kepemimpinan transformasional pada OCB, tetapi hal itu memediasi pengaruh budaya organisasi pada OCB. Temuan ini akan membantu PT Anugrah Agung Pratama meningkatkan kepuasan kerja dan OCB karyawan.

Kata Kunci: Kepemimpinan Transformasional, Budaya Organisasi, Kepuasan Kerja, *Organizational citizenship behavior*.

Abstract : The corporation must increase employee voluntary attitudes, organizational citizenship behavior, and job happiness in order to enhance employees' potential job performance. This study is important for determining the effect of transformational leadership and organizational culture on work satisfaction and the promotion of organizational citizenship behavior. This study employs a quantitative methodology to collect data from 32 employees utilizing a saturation sampling technique. With the assistance of SmartPLS software, the data were analyzed using the PLS-based SEM approach. The results indicated that transformational leadership has no influence on job satisfaction, organizational culture has a significant positive influence on job satisfaction, transformational leadership has no influence on organizational citizenship behavior (OCB), organizational culture has an influence on OCB, job satisfaction does not mediate the influence of transformational leadership on OCB, but it does mediate the influence of organizational culture on OCB. These findings aid PT Anugrah Agung Pratama in increasing job satisfaction and employee OCB.

Keywords: *Transformational Leadership, Organizational Culture, Job Satisfaction, Organizational citizenship behavior*.

JEL : M2, L8, Z1

1. INTRODUCTION

Human resources are one of the most important and necessary parts of every organization. Human resource management is necessary to increase employee work productivity in order to accomplish the best possible employee growth, harmonious working relationships among employees, and effective human resource integration or the goal of efficiency and cooperation (Danang, 2016). Employees are one of the most important components of a company's growth and efforts to achieve its objectives, but employee considerations frequently contribute to the emergence of internal conflicts. Employee attitudes are influenced by a variety of internal and external influences, with organizational

citizenship behavior being one of the external factors(Wirawan, 2014). Employees are not interchangeable with mechanical, static, or hard items. Employees' talents, like their thoughts, emotions, and behaviors, are not synchronized, since they evolve in response to their surroundings. If an organization comprises people with high OCB, the organization may need to be able to adjust to internal and external environmental changes.

Leadership style is essentially doing what one desires(Ogier, 1984).Transformational leadership is one leadership style that promotes employee happiness and attitude. This leadership style pushes followers to forego their own interests in favor of corporate interests(Robbins, 2006). Leadership that transforms. In addition to transformational leadership style, corporate culture is a factor that determines employee happiness and attitude(Delegach et al., 2017). Real leaders must be able to steer the organization in a new direction (Yukl, 2010). Leadership is one of the factors that shape and help others to work and enthusiastically achieve planned goals in relation to organizational success (Winardi, 2012). (Handoko, 2016) states, in reality leaders can affect morale and job satisfaction, job loyalty, security, quality of work life, especially the level of achievement of an organization.(Gui et al., 2020) finding the Transformational leadership has the strongest impact on relational perceptions, followed by subordinates' attitudinal and behavioral outcomes.

Organizational culture refers to the members' common perceptions of the organization (Handoko, 2016). In addition to leadership, the most critical factor that is seen as influencing employee behavior is organizational culture. Luthans in (Taufik et al., 2021)states: Organizational culture is the norms and values that direct the behavior of organizational members.Organizational culture is widely recognized as the foundation of management systems and activities in any organization. Organizational culture according to (Anthony, R. N., & Govindarajan, 2005)includes shared beliefs, life values adhered to, norms of behavior and assumptions that are implicitly accepted and that are explicitly manifested throughout the organization.A pattern of underlying assumptions discovered or formed by a specific group in order to handle the problems of the group's origin of external adaptation and internal integration is referred to as organizational culture. According to(Sule, E. T., & Saefullah, 2019), organizational culture is the values and norms adopted and carried out by an organization related to the environment in which the organization carries out its activities.Corporate culture is made up of a common system, values, and religions, all of which interact with the organizational structure and control system to produce behavioral norms(Uttal, 1983). Transformational leadership and organizational culture are thought to impact employee job satisfaction and organizational citizenship behavior.

Employees' opinions of the company's provision of ostensibly essential benefits determine what will occur based on their job satisfaction (Luthans & Thomas, 1989). Job satisfaction can also be said to be a set of feelings and emotions that employees show towards their work (Davis & Newstrom, 2011). From this statement, it can be said that job satisfaction is an individual's emotional state based on their evaluation of their work, the fulfillment of work facilities by the organization, and individual experience so that it has an impact on the positive feelings felt by individuals at work.

Leadership, organizational culture and job satisfaction are also associated with improved *organizational citizenship behavior*. The management of human resources owned by the company also needs to understand employee behavior. If the company can understand employee behavior, employees will feel more comfortable and feel cared for by the company. This will have an impact on employee job satisfaction. Based on(Kusdi, 2011)*Organizational citizenship behavior* can be created, one of which is through organizational culture. An organizational culture that is applied well to an organization will build a comfortable environment for fellow employees. Enlightenment about the tasks and vision of the organization supported by a powerful organizational culture supports the development of *organizational citizenship behavior*. This aspect means the attitude carried out by an employee that exceeds formal work obligations, but has a good impact because it has the potential to support organizational effectiveness.

The theoretical and empirical studies above are in line with the conflict experienced by PT Anugrah Agung Pratama, namely the lack of *organizational citizenship behavior* carried out by employees. This is in sync with interviews conducted by the researcher with the President Director and employee representatives who mentioned that most employees are not sensitive to their work as there is no sense of wanting to help colleagues who are experiencing difficulties. In addition, only some employees apply conscientiousness behavior, which is a struggle needed by the company that

includes attendance, complying with applicable regulations, taking advantage of good use when restirahat, and attitudes that exceed other positive company expectations. The leadership style carried out by leadership by conveying motivation and confidence in employees is felt to have less impact on employee behavior in certain divisions. using this, it can be concluded that there are cases that refer to *organizational citizenship behavior* that occurs at PT Anugrah Agung Pratama in the table below.

The paragraph above means evidence that there is a conflict that occurs in the company related to employee behavior and job satisfaction which refers to the transformational culture and leadership at PT Anugrah Agung Pratama. In addition to the interview evidence above, there are additional data related to the above phenomena such as the graph of the number of minutes of delay for PT Anugrah Agung Pratama employees as follows.

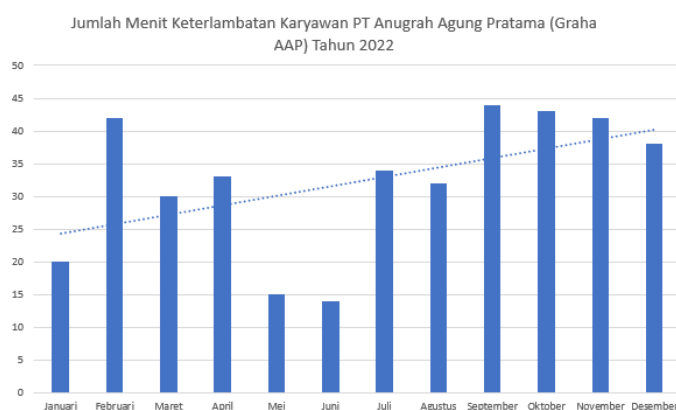


Figure 1. 1 Graph of PT Anugrah Agung Pratama Employee Delay Minutes in 2022
Source:PT Anugrah Agung Pratama, 2022

Looking at the trendline chart above, it can be seen that the level of absence delay for PT Anugrah Agung Pratama employees in the 2022 period is still not aporism and has increased in percentage. From this data, the delay rate is still high and fluctuating. The number of minutes of employee delay indicates that there is still a low dimension of *organizational citizenship behavior*, namely conscientiousness related to obeying company rules and self-discipline. Employees who have conscientiousness behavior will have a disciplined attitude and will work beyond similar standards to come to the office early as an indication that the employee complies with applicable regulations. Thus, researchers are interested in examining the topic because there are phenomena related to using transformational leadership, organizational culture, employee satisfaction and behavior.

2. LITERATURE REVIEW

Based on the background in the introduction above, then researchers will compile empirical studies using theoretical foundations and results from previous research that serve to provide an overview for new research with the opeartional definition. Operational definition is a definition given to variables based on their characteristics or specifying their activities so that they can be observed, tested and determined to be true by others (Nazir.Mohammad, 2011)

2.1 Transformational Leadership Theory

According to Bass in(Ogier, 1984), there are three types of leadership: transactional, transformational, and laissez-faire or passive avoidant. In 1998, Bass highlighted that transformational leadership will place greater emphasis on intrinsic motivation and exclusive employee development. Transformational leaders articulate the vision and mission of the organization, evoking in their followers a sense of pride, esteem, and confidence. Bass (1990) on (Ogier, 1984)developed four characteristics of transformational leadership styles based on the above description of transformational leadership: (1) inspiring motivational, (2) idealized influence, (3) individual consideration, and (4) intellectual stimulation.

2.2 Organizational Culture Theory

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Organizational culture, according to (Uttal, 1983), is a system comprised of a company's values and beliefs, contact with its employees, organizational structure, and control system that attempts to create attitude practices. Furthermore, organizational culture, according to (Robbins, 2006), is objects that hint to a system of meaning and are accepted by members to distinguish the organization from other organizations. Organizational culture, according to (Robbins, 2006), has seven fundamental components. Because this attribute exists on a scale from low to high, examining organizational culture based on its goals will produce a complex picture. The organization's characteristics are (1) greater risk-taking and creativity, and (2) greater attention to detail. (4) people orientation, (5) team orientation, (6) aggression, and (7) stability.

2.3 Job Satisfaction Theory

According to (Robbins, 2006), job happiness refers to an individual's lay behavior toward his employment. Similarly, (Davis & Newstrom, 2011) proposed a definition of occupational satisfaction. Job satisfaction, according to Newstrom, is a collection of feelings and emotions that employees have toward their jobs. Furthermore, (Luthans & Thomas, 1989) clarified the notion of job satisfaction discourse. According to Luthans, job happiness is the result of employees' assessments of how well the organization provides things that are deemed critical. According to Luthans, job satisfaction is divided into five dimensions: (1) the job itself, (2) compensation or wages, (3) promotion, (4) supervision (supervision), and (5) coworkers.

2.2 Teori *Organizational citizenship behavior*

Organizational citizenship behavior is part of an organizational attitude science that is often not seen or taken into account in an organization (Makmuri, 2005). (Robbins, 2006) argue that organizational citizenship behavior is an attitude choice that is not a formal work obligation but strongly supports the effective functioning of the organization. This attitude is also considered as extra employee behavior where *organizational citizenship behavior* refers to behavior that goes beyond the employee's normal obligations. This also includes the actions of employees who avoid individual conflict, help colleagues selflessly, carry out work using hard work, engage in organizational activities, and have more normal officer performance ordered (Luthans & Thomas, 1989). (Organ & Konovsky, 1989) integrate *organizational citizenship behavior* into 5 components, including (1) altruism, (2) sportsmanship, (3) civic virtue, (4) conscientiousness, and (5) courtesy.

2.3 Hipotesis Penelitian

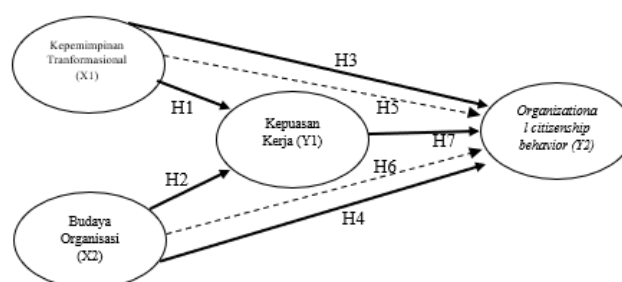


Figure 2.1 Research Hypothesis Model
Source: Processed by Researchers (2023)

3. METHOD

This study applies an approach (Explanatory Research), also known as quantitative research, to investigate the relationship between independent (X) and constrained (Y) variables. Explanatory Research, according to (Sugiyono, 2016), is a research method that tries to uncover the position of the researched variables as well as the influence of one variable on another variable through the use of other variables. The Likert scale is used in this study to measure and characterize the scale as a variable indicator (Sarwono, 2006)

According to (Sugiyono, 2016), the sampling approach employed in this study is saturated sample technique. According to (Sugiyono, 2016), saturated sampling refers to a sampling technique. If all members of the population are utilized as samples and other phrases for saturated

samples mean census(Arikunto, 2002), Minimum sample on quantitative reserach is 30 sample (Kerlinger & Lee, 2011). then the population is considered to be completely sampled. This investigation included 32 samples of PT Anugrah Agung Pratama Kota Kediri personnel. This research was aided by the use of the SEM model utilizing the third version of SmartPLS software.PLS according to(Ghozali, 2010) is an alternative approach to *Structural Equation Model* (SEM) analysis based on *variance* or *component based*. PLS aims predictively, namely testing the relationship or causal influence between variables(Sarjono, H., & Julianita, 2013).

4. RESULTS AND DISCUSSION

4.1 Descriptive Analysis

In this study, the object or respondent used by the researcher means employees of PT Anugrah Agung Pratama Kediri. Respondents were asked to fill out a survey related to this study. Male respondents were 25 (78%), and female respondents were 7 (22%). Most respondents in this study were aged 21-27 years (41%), and the highest range of education was high school / vocational graduates. Respondents consist of 9 work divisions or sub-sections.

4.2 Inferential Analysis

4.2.1 Outer Model

Testing the validity and reliability of the research model will be applied measurement model analysis or *outer model* which is a provision in PLS software. The results of the outer model will appear after doing several calculations with certain conditions in the form of minimum values that must be met in the calculation of *Convergent Validity*, *Discriminant Validity*, and *Composite Reliability*.

A. Convergent Validity

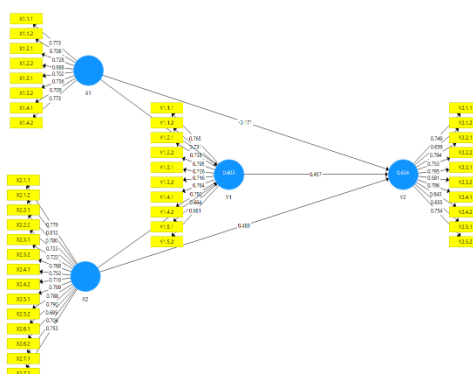


Figure 4.1 Value of Loading Factor of All Research Items
Source:PLS Output Results (2023)

The instrument is deemed legitimate based on the loading factor value of each item that surpasses 0.5 in the model described above.If these conditions have been met, the construct has good *convergent validity*. As a general rule, *loading factors* above 0.5 are categorized as good (Tabachnick, B. G., Fidell, L. S., & Ullman, 2013). In addition, Average Variance Extracted (AVE) is recommended for assessing convergent validity (Haryono, 2016). A qualifying size possesses a minimum AVE origin value of 0.5. Calculation of AVE is displayed in the table below.

Table 4.1 AVE Calculation Results

Variable	Average Variance Extracted (AVE)	Cut Off	Information
Transformational Leadership	0,530	0,5	Valid
Organizational Culture	0,563	0,5	Valid
Job Satisfaction	0,547	0,5	Valid
Organizational citizenship	0,521	0,5	Valid

behavior

Source: PLS output results (2023)

It can be seen in table 4.1 the size of the AVE value that has exceeded 0.5 so that it can be stated that all research variables are valid. Thus a powerful research instrument to be used to measure the variables being studied.

B. Discriminant Validity

Table 4.2 AVE Calculation Results

Item	Transformational Leadership	Organizational Culture	Job Satisfaction	Organizational citizenship behavior
X111	0,773	0,393	0,462	0,299
X112	0,706	0,328	0,446	0,283
X121	0,728	0,351	0,397	0,259
X122	0,688	0,348	0,377	0,145
X131	0,702	0,317	0,302	0,183
X132	0,736	0,356	0,382	0,163
X141	0,709	0,325	0,435	0,294
X142	0,773	0,521	0,493	0,299
X211	0,396	0,779	0,552	0,412
X212	0,396	0,812	0,521	0,668
X221	0,553	0,780	0,553	0,559
X222	0,461	0,723	0,585	0,598
X231	0,582	0,722	0,608	0,503
X232	0,407	0,768	0,631	0,805
X241	0,365	0,752	0,666	0,621
X242	0,290	0,710	0,415	0,577
X251	0,222	0,709	0,635	0,571
X252	0,309	0,788	0,537	0,526
X261	0,339	0,790	0,545	0,477
X262	0,167	0,695	0,326	0,418
X271	0,516	0,706	0,618	0,318
X272	0,298	0,753	0,494	0,539
Y111	0,447	0,679	0,765	0,619
Y112	0,377	0,712	0,731	0,443
Y121	0,552	0,543	0,738	0,482
Y122	0,541	0,593	0,795	0,559
Y131	0,281	0,509	0,736	0,565
Y132	0,380	0,435	0,716	0,482
Y141	0,444	0,510	0,764	0,597
Y142	0,533	0,639	0,792	0,640
Y151	0,309	0,413	0,664	0,358
Y152	0,320	0,366	0,681	0,531
Y211	0,309	0,608	0,542	0,749
Y212	0,158	0,401	0,245	0,659
Y221	0,437	0,552	0,565	0,794
Y222	-0,001	0,546	0,501	0,753
Y231	0,198	0,588	0,577	0,795
Y232	0,303	0,552	0,483	0,581
Y241	0,197	0,539	0,573	0,796
Y242	0,158	0,565	0,468	0,643
Y251	0,335	0,406	0,459	0,655
Y252	0,388	0,523	0,673	0,754

Source: PLS output results (2023)

Judging from the presentation of *cross loading* values in table 4 2 It appears that the magnitude of the construct value of the latent variable in the assessed variable block is greater than the magnitude of the construct value in the other variable block Because the latent variable construct predicts the maximum size of its own variable, the measurement instrument concludes that it is valid and can be used to measure

C. Composite Reliability

Table 43 Composite Reliability Calculation Results

	Cronbach's Alpha	Rho_A	Composite Reliability	Information
Transformational Leadership	0,873	0,880	0,900	Valid
Organizational Culture	0,940	0,944	0,947	Valid
Job Satisfaction	0,908	0,914	0,923	Valid
<i>Organizational citizenship behaviour</i>	0,896	0,902	0,915	Valid

Source: PLS output results (2023)

Presented in table 4 3 It appears that all research variables have had *Cronbach's alpha* and *composite reliability* values that exceed the minimum requirement of 07 at each stage of the assessment Finally, it was concluded that this study used instruments with all items that have been error-free and consistent so that they are suitable for use for the next stage of research

4.2.2 Inner Model

The Inner Model is used to predict the causality relationship between research variables and determine the level of accuracy of the model formed The results of *the inner model* can be explained through four stages, namely the evaluation of R Square (R^2), *Predictive Relevance* (Q^2), *Godness of Fit* (GoF), and *Path Coefficient*

A. Coefficient of Determination (R^2)

Table 44 R Square Calculation Results

Variabel	R Square
Job Satisfaction (Y1)	0,605
<i>Organizational citizenship behavior</i>(Y2)	0,634

Source: PLS output results (2023)

In table 4 4 There is an R^2 value of 2 for each endogenous variable in the table respectively of 0605 for job satisfaction and 0634 for *organizational citizenship behavior* The score indicates that 605% of job satisfaction rates, and 634% of *organizational citizenship behavior* levels are influenced by transformational leadership and organizational culture While the remaining percentage of each endogenous variable can be explained by the influence of variables other than transformational leadership and organizational culture Thus, for the magnitude of R^2 this study has a medium category because both endogenous variables are successively above 033 This is in accordance with what Chin (1998) developed in (Haryono, 2016)that the R^2 criterion is divided into three classifications, namely above 067 as substantial, above 033 as medium, and above 019 as weak So it can be concluded that the R^2 value of each endogenous variable of this study has been valid and is in the medium category

B. Predictive Relevance (Q^2)

Table 45 Predictive Relevance Calculation Results

Variabel	SSO	SSE	Q ² (=1-SSE/SSO)	Cut Off	Information
Job Satisfaction	320,000	232,286	0,274	>0	Valid
Organizational citizenship behavior	320,000	236,552	0,261	>0	Valid

Source: PLS output results (2023)

In table 4.5 Q values² on each endogenous variable were 0.274 for job satisfaction and 0.261 for *organizational citizenship behavior*, respectively. Furthermore, for the magnitude of Q² this study has a moderate category because successively the value of the endogenous variable is above 0.25. This is in accordance with the division of categories proposed by (Hair et al., 2018) that the criteria for strong models with conditions more than 0.5; moderate models with conditions more than 0.25; and weak models with conditions 0. So it can be concluded that the Q² value of each endogenous variable of this study has been valid and is in the medium category.

C. Godness of Fit (GoF)

Validation of the concept model as a whole can be examined through the *Godness of Fit* (GoF) stage (Haryono, 2016) said "GoF index is a single measure to validate the performance of all models consisting of measurement models and structural models" (Haryono, 2016) also explained that the GoF value criteria span between 0 to 1 value interpretation; 0.1 means small, 0.25 is medium, and 0.36 is large. The following is the calculation of GoF through the GoF index Formula:

$$\begin{aligned}
 \text{GoF} &= \sqrt{AVE} \times \sqrt{R^2} \\
 &= \sqrt{0,540} \times \sqrt{0,62} \\
 &= 0,578
 \end{aligned}$$

GoF results were found through calculations using the GoF index formula, which is 0.578. This result meets the criteria for a GoF value between 0 and 1. Thus, it is concluded that the GoF in this study has very large criteria.

4.2.3 Direct Influence Test and Mediation Influence Test

Respectively, H1 and H3 do not exceed the minimum requirements for p-value and t-statistical value. On H1 obtained a value of 0.076 for p-value and 1.776 for t-statistic. In H3 obtained a value of 0.323 for p-value and 0.989 for t-statistic. In addition, the hypotheses – H2, H4, and H7 – have exceeded the minimum conditions of *p-value and t-statistical value*. H2 respectively obtained values of 0.000 for *p-value* and 4.484 for t-statistic; H4 has a value of 0.006 for the p-value and 2.733 for the t-statistical value; and H7 has a value of 0.009 for the p-value and 2.609 for the *t-statistical* based on the evaluation above, it can be concluded that there are 2 hypotheses that do not have a direct influence, namely H1 and H2, while there are three hypotheses that have a direct impact, namely the H3, H4, and H7 hypotheses. Results of the Mediating Role of Job Satisfaction in the Leadership Effect transformational organizational citizenship behavior (H5) and the mediating role of job satisfaction on the impact of organizational culture on organizational citizenship behavior (H6) have disparity consequences. In H5 has a p-value of 0.166 and a *t-statistical value* of 1.386 so that the mediating impact on the H5 hypothesis is not significant. While in H6 has a p-value of 0.019 and a *t-statistical value* of 2.344 as a result of which the role of job satisfaction in mediating the relationship of organizational culture to organizational citizenship behavior is not significant.

4.3 Discussion

The purpose of this study is to test the hypothesis. The exclusive relationship between transformational leadership (X1) and work satisfaction (Y1) is supported by a p-value of 0.076 and a t-statistic of 1.777. It is known that the value does not match the minimum requirements, which are p-values less than 0.05 and t-statistical values less than 1.96. In addition, the relationship between the two variables is negative. Therefore, it is inferred that the association is not significantly influenced directly. According to research conducted by (Deddy, 2022), transformative leadership does not have a direct effect on work happiness. The results of this

study are different using the results of research from (Puni et al., 2018); (Nurjanah et al., 2020); (Wahyuniardi & Nababan, 2018); and (Adawiyah Algadri et al., 2020) who stated that transformational leadership affects job satisfaction

The second hypothesis looks at how organizational culture (X2) affects work satisfaction directly (Y1). The findings showed that the *p*-value was 0000 and the *t*-statistic was 4484. The value meets the minimum criteria, which is greater than 196 for *t*-statistics and less than 005 for the *p*-value. Additionally, the correlation between the impacts of the two is favorable because the initial sample value, which is positive, is 0609. Thus, it can be said that the link has a direct effect that is both significant and favorable. This study also lends credence to the findings of (Husodo, 2018); (Wahyuniardi & Nababan, 2018); (Saxena et al., n.d.); (Adawiyah Algadri et al., 2020); (Jeong et al., 2019) and (Anindita & Bachtiar, 2021) that corporate culture has a direct impact on job satisfaction. Employee work satisfaction can rise as a result of a positive organizational culture (Wahyuniardi & Nababan, 2018).

The third hypothesis is to investigate the direct effect of transformative leadership (X1) on organizational civic behavior (Y1). The investigation will result in a *P*-value of 0323 and a *T*-statistic of 0990. The value exceeds the minimum threshold, which is less than 005 for the *p*-value and greater than 196 for the *t*-statistic. In addition, the correlation between the impacts of the two variables is negative because the original sample value is negative (-0171). Therefore, it can be inferred that the association lacks any major exclusive effects. Previous research conducted by (Neil Aldrin & Yunanto, 2019) indicates that transformative leadership does not have a direct effect on organizational citizenship behavior. The research employs the same methodology, a quantitative strategy based on path analysis. However, a study gap exists in the form of asynchronous research results, as evidenced by (Winardi, 2012) findings that transformational leadership influences organizational citizenship behavior.

The fourth hypothesis examines the relationship between organizational culture (X2) and organizational citizenship behavior (Y1). The outcomes yielded a *P*-value of 0006 and a *T*-statistic of 273. Minimum minimum conditions for the value are less than 005 for the *p*-value and greater than 196 for the *t*-statistic. In addition, the correlation between the two influences is positive because the initial sample value is positive. Therefore, it may be argued that the link has a considerable and favorable direct effect. Thus, this study's findings confirm (Husodo, 2018) assertion that corporate culture has a considerable effect on organizational citizenship behavior. The organizational culture is able to inspire employee initiative in their work (Husodo, 2018).

The fifth hypothesis examines the mediating effect of work satisfaction (Y1) on organizational citizenship behavior (X1) (Y2). The investigation will produce a *P*-value of 0166 and a *T*-statistic of 138. Because the *p*-value is more than 005 and less than 196 for *t*-statistical values, this value is unsuitable under minimum conditions. In addition, the link between the two influences is negative, suggesting that there is no major mediating influence on the correlation. This research contradicts the findings of (Winarto, 2018); (Neil Aldrin & Yunanto, 2019); and (Neil Aldrin & Yunanto, 2019), who concluded that work satisfaction mediates the connection between transformative leadership and organizational citizenship behavior. Regarding the criterion for the level of perfection of mediation, the category is insignificant because the results of the intermediate direct impact test between transformational leadership and organizational citizenship behavior using a test of the mediated effect of job satisfaction on the relationship between transformational leadership and organizational citizenship behavior yield the same conclusion, which is insignificant.

The sixth hypothesis aims to examine the mediated effect of job satisfaction (Y1) between organizational cultures (X2) on organizational citizenship behavior (Y2). As a result of the study, it showed a *p*-value of 0019 and a *t*-statistic value of 2344. The value is synchronized with the minimum condition, which is less than 005 for the *p*-value and exceeds 196 for the *t*-statistic. Furthermore, the impact relationship between the two is positive because it has a positive original sample value of 0278. So it was concluded that there was a significant and positive mediating influence on the relationship. The results of this study support the findings of (Husodo, 2018); (Neil Aldrin & Yunanto, 2019); and (Anindita & Bachtiar, 2021) who share the role of job

satisfaction with positive and significant value in mediating the impact of organizational culture on organizational *citizenship behavior*. The system and values shared in the company can create a good work environment and result in job satisfaction which has an impact on the emergence of employee volunteerism (Anindita & Bachtiar, 2021).

The intended hypothesis aims to examine the direct impact of job satisfaction (Y1) on *organizational citizenship behavior* (Y2). The results of the sharing study showed a P-value of 0.009 and a *T-Statistic value* of 2.609. The value is already synchronized with the minimum conditions which are less than 0.05 for the *p-value* and exceed 1.96 for the t-statistic. Furthermore, the effect relationship between the two is positive because it has a positive original sample value of 0.457. It will be concluded that there is a significant and positive direct effect on the relationship. What will happen this research supports the findings of (Husodo, 2018), (Winarto, 2018), (Neil Aldrin & Yunanto, 2019), (Saxena et al., n.d.), (Adawiyah Algadri et al., 2020), (Nurjanah et al., 2020), and (Anindita & Bachtiar, 2021) who stated that job satisfaction has a significant and positive effect on *organizational citizenship behavior*.

5. CONCLUSIONS AND SUGGESTION

CONCLUSION

Transformational leadership has no direct effect on job satisfaction, as evidenced by p-values of 0.076; organizational culture has a direct effect on job satisfaction as evidenced by p-values of 0.000; transformational leadership has no direct effect on OCB as evidenced by p-values of 0.323; organizational culture has a direct effect on OCB as evidenced by a p-value of 0.006; job satisfaction does not serve as a mediator between transformational leadership effects and OCB behavior; this is evidenced by a p-value of 0.166; job satisfaction serves as a mediator between the effects of organizational culture and OCB, as evidenced by a p-value of 0.019; and job satisfaction has a direct effect on OCB, as evidenced by a p-value of 0.009. From the results of this study, there are research results that are different or research gap from previous research, transformational leadership variables do not directly affect job satisfaction. Another result was that transformational leadership variables had no effect on OCB, and job satisfaction did not mediate between the effect of transformational leadership on OCB. These results research gap from the findings of (Puni et al., 2018), (Winarto, 2018), and (Neil Aldrin & Yunanto, 2019).

SUGGESTION

A. For Further Research

Researchers recommend that larger research populations look into the organization of property firms. A bigger sample size is required to supplement work satisfaction's mediation function in the relationship between transformational leadership and organizational citizenship behavior. Second, the constraints of the researcher's one-time observation do not explain much of the association developed. As a result, it is suggested that future researchers perfect using ongoing observations. Job satisfaction and organizational citizenship behavior, according to researchers, can be linked to other types of leadership, such as transactional leadership, spiritual leadership, and other company standards or principles.

B. For Company

Researchers suggest that leaders use other leadership styles such as spiritual leadership or transactional leadership in order to convey the impact on job satisfaction and employee attitudes of PT Anugrah Agung Pratama. Second, researchers suggest that companies pay more attention to employees using coaching related to innovation and job risk-taking so that employees have a greater sense of responsibility. In addition, company leaders must convey motivation and support to employees in every job so that employees feel enthusiastic and comfortable at work. Third, researchers suggest that companies pay attention to salaries and compensation given to employees and provide bonuses in accordance with the agreement when employees complete tasks using well and researchers suggest improving the company's organizational structure that provides employees with opportunities for promotion so that employees meet their job satisfaction. Researchers suggest that company leaders be more active and establish good relationships using employees so that employees open up to superiors. In addition, company leaders must instill a sense of pride in working in the company so that employees also have the same sense of pride and consequently employees will tell good things about the company to those around them.

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