

## The Influence of Transformational Leadership, Job Satisfaction on Organizational Citizenship Behavior Mediated by Employee Engagement at Bank Sumsel Babel

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### A R T I C L E I N F O

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### A B S T R A C T

This article examines the effect of transformational leadership and job satisfaction on Organizational Citizenship Behavior (OCB) with employee engagement as the mediation at Bank Sumsel Babel. This study uses a quantitative approach with data collection through employee surveys. The results of the analysis indicate that transformational leadership and job satisfaction have a significant positive effect on OCB. In addition, employee engagement is proven to mediate the relationship between transformational leadership, job satisfaction, and OCB. These findings underscore the importance of strengthening employee engagement in improving constructive organizational behavior, with implications for human resource management practices in the banking sector.

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## **INTRODUCTION**

The banking sector in Indonesia plays a key role in supporting national economic growth and maintaining financial stability (Kristiyadi & Hartiyah, 2016; Yudi Setiawan & Karsinah, 2018). Banks are not only the main source of financing for the community and the business world, including micro, small and medium enterprises (MSMEs), but also play a strategic role in driving regional development (Lina & Permatasari, 2020; Tambunan, 2019). In this context, Regional Development Banks (BPD) have a comparative advantage because they focus on local needs and have a deep understanding of the characteristics of their operational areas (Shafi & Tan, 2023). However, along with the significant transformation in the banking industry triggered by deregulation, liberalization, and digitalization, BPDs face various new challenges (Bala & Verma, 2018; Takeda & Ito, 2021). Technological disruption, increasing competition with fintech and national banks, and the need to strengthen cyber security are factors that require BPDs to adapt and continue to innovate in order to remain relevant and competitive (Long et al., 2015; Milne & Parboteeah, 2016). In the meanwhile, research indicates that employee conduct outside of formal job definitions, or Organizational Citizenship Behavior (OCB), is a significant factor in determining the performance and efficacy of banking companies (Akingbola & Berg, 2019; Gavino et al., 2012).

The urgency of this research lies in the importance of improving BPD performance amidst significant challenges and changes in the banking industry. Although OCB is known as one of the main determinants of organizational success, research on factors that influence OCB, especially in the context of BPD, is still limited (Sahroni et al., 2022; Saks, 2006). Moreover, in dynamic economic conditions, BPD needs to maintain and improve performance by ensuring that its employees have a high level of OCB (Roblek et al., 2019). Although there are several studies that have examined the relationship between transformational leadership and OCB, as well as between job satisfaction and OCB, studies that integrate these two factors by considering the mediating role of employee engagement in the context of BPD are still very limited (AM et al., 2022; Putri et al., 2023). In addition, there are not many studies that specifically examine how these dynamics work in a regional banking environment in Indonesia, such as Bank Sumsel Babel. Theoretically, there is a need to better understand the mechanisms that link transformational leadership, job satisfaction, employee engagement, and OCB in the context of the banking sector, especially BPD (Gao-Urhahn et al., 2016; Rožman et al., 2023; Setyadi et al., 2022). Transformational leadership theory often assumes that its effect on OCB is direct, but it is possible that employee engagement plays a mediating role in this relationship, which requires further exploration (Nguyen et al., 2020; Sutrisno et al., 2022).

The novelty of this study is the integration of transformational leadership, job satisfaction, employee engagement, and OCB in the context of BPD, which has not been widely explored before (Wang et al., 2021). This study also provides a new perspective on how these dynamics affect the effectiveness of regional banking organizations in Indonesia, with a focus on Bank Sumsel Babel

(Navaretti et al., 2017; Schueffel, 2016). By providing a more thorough knowledge of the variables influencing OCB in the setting of BPD, this study is anticipated to make both theoretical and empirical advances. In addition, the results of this study can be used as a reference for policy makers in the banking sector, especially in designing effective human resource management strategies to improve organizational performance through strengthening OCB. This study aims to evaluate the impact of transformational leadership and job satisfaction on Organizational Citizenship Behavior (OCB), by considering the mediating role of employee engagement at Bank Sumsel Babel.

## LITERATURE REVIEW

Bernard Bass expanded on James McGregor Burns' 1978 introduction of transformational leadership theory, is one of the most influential leadership theories in management. This theory emphasizes the ability of leaders to inspire change and enhance the capacity of subordinates through a strong vision, effective communication, and attention to the needs of their followers (Gao-Urhahn et al., 2016). The capacity to inspire and encourage is a hallmark of transformational leadership, and to create positive change in organizations in an authentic and high-quality way (Kim et al., 2016).

According to Bass, transformational leaders have several important characteristics such as a clear vision, high self-confidence in the organization, and sharp cognitive abilities. They are also sensitive to the needs of subordinates and flexible in learning from experience (Sofyani et al., 2019). This theory explains that effective leaders not only focus on short-term goals but also on the development and well-being of subordinates, which in turn can improve performance and job satisfaction in the organization (Larastrini & Adnyani, 2019). Transformational leadership involves four main components: charisma, intellectual stimulation, individual attention, and inspirational motivation.

Job satisfaction and employee engagement are important aspects influenced by transformational leadership style (Muis et al., 2018). Job satisfaction includes various elements such as compensation, physical and non-physical environment, and opportunities for career development (Nurhasanah et al., 2022). On the other hand, employee engagement involves an emotional and intellectual connection to work, which can increase employee commitment and performance (Aboul-Dahab, 2021). Organizational Citizenship Behavior (OCB) also plays an important role in increasing organizational effectiveness through prosocial behaviors such as helping coworkers and actively participating in organizational activities.

Job satisfaction is significantly impacted by transformational leadership, and Organizational Citizenship Behavior (OCB). Research by (Nurhaiyati & Tresani, 2021) shows that good transformational leadership is directly related to increased employee job satisfaction, because transformational leaders encourage creativity and listen to employee ideas. This is in line with the research results of (Sutrisno et al., 2022) which emphasize that transformational leadership style increases job satisfaction through the enthusiasm and work spirit that is generated. In addition, transformational leadership also has a

positive effect on OCB, as evidenced by (Lesmana et al., 2023), which show that leaders who implement transformational leadership can increase OCB in the organization by increasing employee engagement and support for extra initiatives outside of their formal responsibilities.

Furthermore, job satisfaction also has a significant positive relationship with OCB and employee engagement. Research by (Koohang et al., 2017) and (Koo et al., 2020) shows that job satisfaction encourages employees to show higher OCB, because job satisfaction increases their commitment and responsibility to the organization. Research conducted by (Trisninawati et al., 2023) supports that job satisfaction has a positive effect on employee engagement, which in turn increases employee emotional and psychological involvement in their work. Research by (Vorina et al., 2017) added that employee engagement also has a positive effect on OCB. However, there are differences in research results regarding the role of employee engagement as a mediator in the relationship between transformational leadership, job satisfaction, and OCB. These inconsistencies in results indicate the need for further research to understand the complex mechanisms in this relationship and clarify the role of employee engagement in moderating the effects of transformational leadership and job satisfaction on OCB.

The link between the variables under study, as well as the need to solve research puzzles and develop theories in the form of flowcharts with justifications, comprise the framework of thought. Thus, the following sums up the conceptual framework used in this investigation:

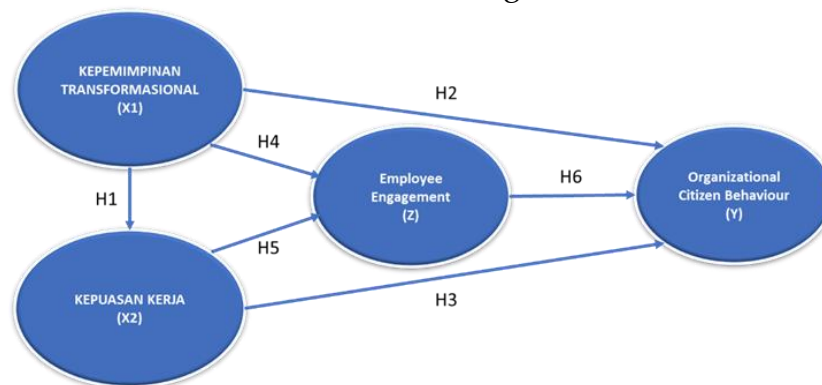


Figure 1. Conceptual Framework

- H1: Transformational Leadership has a positive effect on Job Satisfaction
- H2: Transformational Leadership has a positive effect on Organizational Citizen Behavior
- H3: Job Satisfaction has a positive effect on Organizational Citizen Behavior
- H4: Transformational Leadership has a positive effect on Employee Engagement
- H5: Job Satisfaction has a positive effect on Employee Engagement
- H6: Employee Engagement has a positive effect on Organizational Citizen Behavior
- H7: Employee Engagement Mediates the Influence between Transformational Leadership, Job Satisfaction on Organizational Citizen Behavior

## **METHODOLOGY**

### ***Research Design***

Using a cross-sectional research design and a quantitative methodology, this study (Creswell, 2022). Information was gathered using a structured questionnaire designed to systematically measure research variables (Am & Setiawati, 2023). The questionnaire was chosen as the main instrument because of its ability to extract information that can be measured and analyzed statistically (Akhter et al., 2019; AM et al., 2023). This method allows data collection from respondents in a relatively short and efficient time.

### ***Population and Sample***

All of the study's participants were full-time employees working at Bank Sumsel Babel, totaling 1860 people (Creswell & Clark, 2011) (. This population is the unit of analysis that will be analyzed to obtain estimates of general characteristics related to the variables studied. The sample was taken using the cluster sampling technique, which is a probability sampling method suitable for widely distributed populations. This technique provides an equal opportunity for each element of the population to be selected as a sample (Mertens, 2010). Referring to the Hair et al. formula, the recommended minimum sample size is 5-10 observations per estimated parameter. In this study, with 20 indicators and 4 latent variables, the optimal sample size is 100 respondents, following a ratio of 5:1(Hair et al., 2019).

### ***Data Collection Techniques and Research Instruments***

The data collection technique used was a questionnaire with a Likert scale. This scale is designed to measure respondents' attitudes, opinions, and perceptions of the variables studied. Respondents were asked to provide an assessment in five categories: 1 = Strongly disagree, 2 = Disagree, 3 = Quite Agree, 4 = Agree, and 5 = Strongly Agree. The questionnaire was designed to obtain relevant information and measure research variables accurately.

### ***Data Analysis Techniques***

The collected data will be analyzed using Smart-PLS software version 3.0. The analysis technique applied is Partial Least Square (PLS), which is a method in structural equation analysis (SEM) focusing on variance. PLS allows simultaneous testing of measurement models and structural models. The measurement model will evaluate the validity and reliability of the indicators, while the structural model will test the causal relationship between variables (Jr. et al., 2017; Purwanto & Sudargini, 2021). PLS is known for its flexibility in sample size and data distribution assumptions, making it suitable for this study with a relatively small sample.

## **RESEARCH RESULT**

### ***Outer Model Evaluation***

This study evaluates the Outer Model, which describes the relationship between indicators and latent variables. This process involves Convergent Validity, Discriminant Validity, and Composite Reliability analysis to ensure

measurement accuracy. Outlier handling is carried out to ensure that the data is free from extreme values that can affect the results of the analysis. Thus, the resulting model becomes more accurate, valid, and reliable.

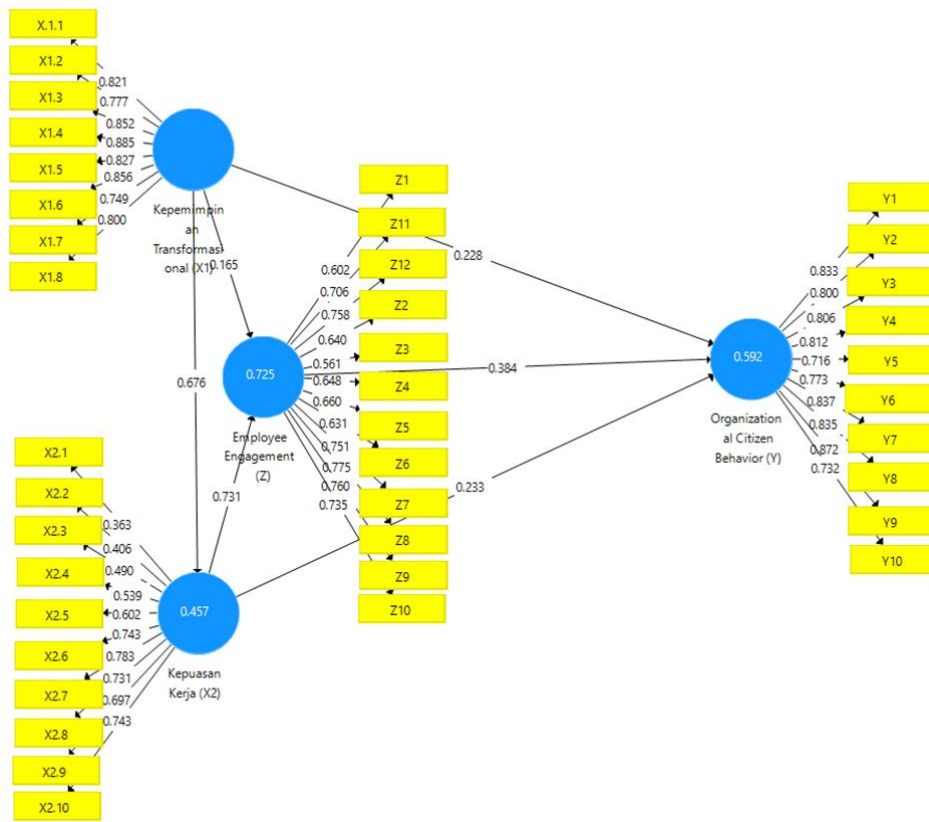


Figure 2. Outer Model Before Outlier

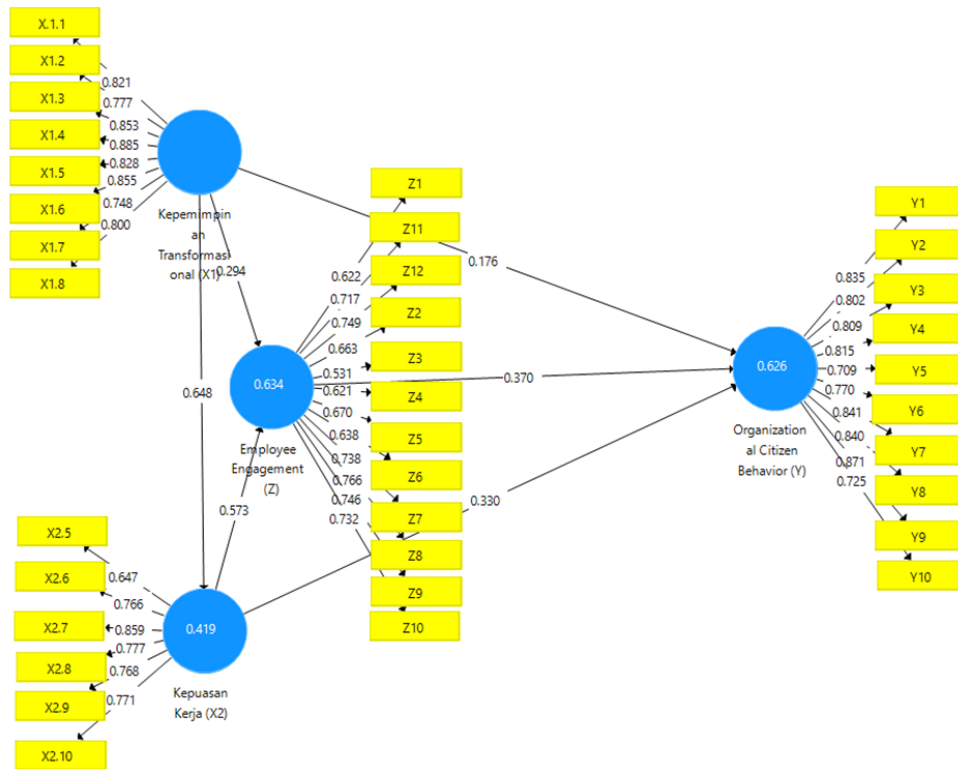


Figure 3. Outer Model After Outlier

Outer Model Evaluation is conducted to describe the relationship between indicators and their latent variables, using three main criteria: Convergent Validity, Discriminant Validity, and Composite Reliability. Before analysis, outlier handling is needed to ensure that the data is free from extreme values, so that the resulting model is accurate, valid, and reliable without bias due to unrepresentative data.

### *1. Validity Test*

#### *a. Convergent Validity (Validity Test Using Outer Loading)*

Convergent Validity is assessed through outer loading for each indicator that measures the reflective construct. The results of the analysis show that most items have loading factor values above 0.50, which indicates measurement accuracy and consistency in building each indicator. This indicates that the measured variables have good measurement quality and are relevant to this study.

#### *b. Discriminant Validity (Validity Test Using AVE)*

Discriminant Validity is tested to ensure that each construct is unique and does not overlap with other constructs. The methods used include HTMT and AVE.

##### *1) Discriminant Validity Test with HTMT:*

HTMT analysis shows that all pairs of variables meet the criteria of discriminant validity with HTMT values less than 0.90. This indicates that the constructs being measured are unique and different from each other.

##### *2) Discriminant Validity Test using the AVE Method:*

AVE analysis shows that most variables meet the criteria of discriminant validity with AVE values above 0.50. However, the employee engagement variable has an AVE value below 0.50 (0.471), although it remains consistent with the Cronbach's Alpha value above 0.70. This indicates that the measurement instrument is generally reliable, although there is a weakness in one variable.

### *2. Reliability Test*

The Cronbach's Alpha and Composite Reliability tests were used to gauge reliability. Each variable has a composite reliability value and Cronbach's Alpha of greater than 0.70, demonstrating the consistency and dependability of the research tool in measuring the variables under investigation. These results confirm the construct validity and reliability of the instruments used in the study. Thus, this study shows that the instruments used are valid and reliable for further analysis, although there are some weaknesses in certain variables.

### ***Outer Model Evaluation***

The results of the inner model test in this study show several important findings. First, the multicollinearity test with VIF shows that there is no significant multicollinearity problem because all VIF values <10, so the regression model is reliable. Second, the analysis of the coefficient of

determination ( $R^2$ ) shows that this model is strong, with an  $R^2$  of 0.634 for employee engagement and 0.626 for organizational citizen behavior, which means the model is able to explain more than 60% of the variability in both variables. Finally, the F Square test reveals that job satisfaction has the greatest impact on employee engagement with an F Square value of 0.521, followed by transformational leadership and employee engagement, each of which has a moderate impact on other variables. In conclusion, this regression model is quite reliable and effective in explaining the relationship between the variables studied.

**Hypothesis Verification Test (Bootstrapping)**

The results of hypothesis testing using the bootstrapping method show several important findings in this study:

1. *Direct Effect:*

Table 1. Direct Effect Analysis (Path Coefficient)

Path	Original Sample	T Statistics	P Values
Transformational Leadership (X1) -> Job Satisfaction (X2)	0.648	7,513	0.000
Transformational Leadership (X1) -> Organizational _Citizen Behavior (Y)	0.176	1,711	0.088
Job Satisfaction (X2) -> Organizational _Citizen Behavior (Y)	0.330	2,642	0.009
Transformational Leadership (X1) -> Employee Engagement (Z)	0.294	3,644	0,000
Job Satisfaction (X2) -> Employee Engagement (Z)	0.573	7,572	0,000
Employee _Engagement (Z) -> Organizational _Citizen Behavior (Y)	0.370	3,356	0.001

It can be concluded that the results of the analysis are as follows:

- Transformational leadership has a positive and significant influence on job satisfaction (t-statistics 7.513; P Value 0.000) and employee engagement (t-statistics 3.644; P Value 0.000).
- Job satisfaction has a positive and significant influence on organizational citizenship behavior (t-statistics 2.642; P Value 0.009) and employee engagement (t-statistics 7.572; P Value 0.000).
- Employee engagement also has a significant influence on organizational citizen behavior (t-statistics 3.356; P Value 0.001).
- However, transformational leadership does not have a significant influence on organizational citizen behavior (t-statistics 1.711; P Value 0.088).

2. Indirect Effect:

Table 2. Indirect Effect Analysis (Path Coefficient)

Path	Original Sample	T Statistics	P Values
Transformational Leadership (X1) -> Employee _Enagement (Z) -> Organizational _Citizen Behavior (Y)	0.109	2,348	0.019
Job Satisfaction (X2) -> Employee _Enagement (Z) -> Organizational _Citizen Behavior (Y)	0.137	2,744	0.006

It can be concluded that the results of the analysis are as follows:

- Employee engagement mediates the influence of transformational leadership on organizational citizen behavior positively and significantly (t-statistics 2.348; P Value 0.019).
- Employee engagement also mediates the influence of job satisfaction on organizational citizenship behavior positively and significantly (t-statistics 2.744; P Value 0.006).

In conclusion, employee engagement plays an important role as a mediator in the relationship between transformational leadership and job satisfaction on organizational citizenship behavior, strengthening the influence of both exogenous variables on endogenous variables.

## DISCUSSION

The results of this study indicate several significant relationships between the variables studied. First, there is a positive and significant influence between transformational leadership and job satisfaction. This means that the better the quality of transformational leadership, the higher the employee's job satisfaction (Shuck & Herd, 2012). This finding is in line with previous studies that emphasize the importance of transformational leadership in increasing job satisfaction (Sukoco et al., 2020). However, although transformational leadership also has a positive influence on Organizational Citizen Behavior (OCB), this influence is not significant, indicating that in the context of this study, transformational leadership is not strong enough to significantly influence OCB (Corti et al., 2023; Gavino et al., 2012). This is slightly different from several previous studies that found a significant influence.

On the other hand, job satisfaction has been shown to have a positive and significant influence on OCB (Zhu et al., 2021). The higher the level of job satisfaction, the more likely employees are to engage in OCB behavior. This finding supports previous research findings that show that job satisfaction is strongly related to employee behavior that supports the organization. Furthermore, transformational leadership was also found to have a significant effect on employee engagement. This suggests that transformational leadership can directly increase employee engagement, which is important for maintaining

their commitment and motivation in their work (Ingarianti et al., 2019; Zapata-Cantu, 2020). These results are consistent with previous studies that found similar positive effects.

Employee engagement is highly influenced by job satisfaction as well. Contented workers typically exhibit higher levels of emotional engagement and dedication to their employment. This indicates that, as other research has demonstrated, job satisfaction has a significant role in raising employee engagement.

In addition, employee engagement has been shown to have a significant influence on OCB. Employees who are more engaged in their work tend to participate in more OCB behaviors that benefit the organization. This suggests that employee engagement is an important factor in encouraging positive behavior in the workplace. Finally, this study found that employee engagement mediates the relationship between transformational leadership and OCB, as well as between job satisfaction and OCB. This means that employee engagement plays an important role in strengthening the influence of transformational leadership and job satisfaction on OCB. Thus, to maximize OCB, organizations need to focus on enhancing employee engagement through effective leadership and a satisfying work environment.

## **CONCLUSION AND RECOMMENDATION**

The results of this study indicate that transformational leadership significantly and favorably affects worker engagement and job satisfaction. Nonetheless, there is no discernible direct impact of transformative leadership on organizational citizenship behavior (OCB). Job satisfaction has also been shown to have a positive and significant effect on OCB and employee engagement, where satisfied employees are more likely to engage in behaviors that benefit the organization and show higher engagement. In addition, employee engagement acts as a mediator in the relationship between transformational leadership, job satisfaction, and OCB, strengthening the positive relationship between these variables.

## **ADVANCED RESEARCH**

However, this study has limitations in terms of generalizability of the findings, as the sample used may not be diverse enough. Therefore, for future research, it is recommended to use a more diverse sample to expand the generalizability of the results. In addition, further research can explore other variables such as organizational culture as a mediator or moderator and consider longitudinal studies to understand the long-term effects. For institutional practice, it is recommended to increase transformational leadership training, implement programs that increase engagement such as job autonomy and career development, and create a work culture that supports teamwork and volunteer initiatives to increase OCB.

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