



The Influence of Transformational Leadership and Compensation on Organizational Citizenship Behavior (OCB) with Mediation of Work Satisfaction Study at PT Jasa Raharja Branch DKI Jakarta

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ABSTRACT

This study discusses the influence of transformational leadership and compensation on Organizational Citizenship Behavior through the mediating variable work satisfaction at PT Jasa Raharja DKI Jakarta Branch. For this reason, this study aims to find out whether these variables have an influence on Organizational Citizenship Behavior among employees of PT Jasa Raharja DKI Jakarta Branch considering that the company has a high achievement target so that coordination and mutually helpful behavior is needed so that coordination within and between divisions can be better. solid to reduce the selfish interests of the division. This study uses a quantitative approach with data analysis methods using SEM PLS. The total population is 72 employees at PT Jasa Raharja DKI Jakarta Branch using a sampling technique using saturated sampling by the existing permanent employees, namely 72 employees. Study data was collected through distributing questionnaires. According to the study's findings, work satisfaction, remuneration, and transformational leadership all significantly and favorably influence organizational citizenship behavior. Work satisfaction is positively and significantly impacted by transformational leadership as well as compensation factors.

INTRODUCTION

The human resources of an organization are very important. Organizations will be able to achieve their goals with the support of talented, creative and innovative employees. The human resources of an organization or company are very important. because he participates and acts as a facilitator in all organizational activities. Effective human resource management is necessary for a business to successfully run its operations and achieve its goals.

Organizational achievements often face challenges, one of which is the lack of foreign attitudes in the organization that go beyond the job description and are generally known as organizational citizenship behavior (OCB).

There are two aspects, namely internal and external influences that influence the behavior of organizational citizenship (OCB), according to Mahmudah Enny (2019:102). Traits such as morality, drive, personality, commitment, and job happiness are examples of internal components. Organizational culture is an example of an external variable

Based on previous studies, there is no real Organizational Citizenship Behavior (OCB) and Transformational Leadership: The Effects of PT Serasi Autoraya employees (Amjad Maulana, Muinah Fadhillah, and Kusuma Chandra Kirana, 2017). Apart from that, this study found that remuneration has nothing to do with organizational citizenship behavior (OCB). Furthermore, Yuniar Anggita's (2018) study revealed findings showing that through Organizational Citizenship Behavior (OCB), job satisfaction has a small but beneficial indirect influence.

Apart from Transformational Leadership, Compensation is another factor that may influence organizational citizenship behavior (OCB). As for Suseno et al. (2019), compensation is a company's way of showing appreciation or appreciation to employees who have contributed to the progress of the organization. Meanwhile, according to Samuel (2017), compensation refers to the rewards given by the organization to all employees who have produced a good impact on the company. Compensation is an important aspect for an employee. The size of the remuneration paid can show how valuable their performance is to the company. Simply put, if someone is given inadequate compensation, their performance, motivation and job satisfaction will decrease.

Apart from Transformational Leadership and Compensation, employees also want job satisfaction so they can carry out their work with enthusiasm or joy. A person's feelings about their job, coworkers, managers, and the entire work environment are measured by their level of job satisfaction.

This time the author focuses on the issues of transformational leadership, compensation and job satisfaction at PT. Jasa Raharja DKI Jakarta Branch because of the phenomenon experienced by the branch currently and because Organizational Citizenship Behavior (OCB) fosters positive relationships between employees thereby supporting sustainable and growing company performance. "The Influence of Transformational Leadership and Compensation on Organizational Citizenship Behavior (OCB) Mediated by the Job Satisfaction Study at PT Jasa Raharja DKI Jakarta Branch" is an interesting thesis title for the author to research based on the description given above.

THEORETICAL REVIEW

As stated by Anik Herminingsih (2014; 109), transformational leadership creates a culture of transformation that encourages and facilitates innovation, with leaders who become role models, guides and mentors. Li et al., (2014), argue that transformational leadership can change human behavior in the work environment so that it can encourage transformation, change and success in the organization. This is believed to trigger success, and innovation and increase effectiveness at the organizational level.

According to the opinions of the specialists above, transformational leadership has a major impact because it can encourage employees' Organizational Citizenship Behavior (OCB) to be positive and accept change for the long-term survival of the company.

As stated by Bernard M. Bass in Ahmad et al., (2020), ideal influence, inspirational motivation, intellectual stimulation, and individual consideration are the four main components of transformational leadership.

Hasibuan (2017) defines compensation as any income that employees receive—either directly or indirectly—in the form of cash or goods as compensation for their services or as an incentive to work for the company. A well-designed compensation plan is critical to human resources management because it makes it easier to recruit and retain quality workers.

According to Handoko (2014), compensation refers to all the rewards employees receive as a reward for their work. Compensation programs are very important for companies because they show the organization's commitment to retaining employees, which can influence strategic performance. Meanwhile, according to Kasmir (2016), compensation refers to payments given by a company to its employees, which include monetary and non-monetary rewards.

From the description of several understandings of compensation that have been explained above, it can be concluded that compensation is anything that is given to a person or group of people in return for services or services that have been provided.

According to Elmi (2018), compensation dimensions are grouped into direct compensation and indirect compensation given to the employee concerned.

According to Enhart in Khalid and Ali (2005), Organizational Citizenship Behavior (OCB) is described as behavior that increases social values and fosters a psychological environment that encourages work results. According to Johns in Budihardjo's (2014) study, Organizational Citizenship Behavior (OCB) is characterized by voluntary actions that go beyond job requirements. This action was spontaneous and was not directed or ordered by anyone. OCB involves helping behavior that is not necessarily easy to carry out. Can be observed and evaluated through performance assessments.

According to Mahmudah Enny (2019; 110), external and internal factors both have an impact on Organizational Citizenship Behavior (OCB).

As stated by Sutrisno (2018), "satisfaction" describes a person's general view of their field of work. A positive attitude towards work is shown by

individuals with high job satisfaction. Satisfied workers will outperform dissatisfied workers in terms of performance, enthusiasm and active participation. Without psychological fulfillment, workers who are dissatisfied with their jobs will eventually develop negative attitudes or behaviors that will ultimately cause them to feel frustrated. An employee's perspective on their job, defined as their level of job satisfaction, is influenced by various factors including the physical and psychological components of their job, teamwork, and the work environment.

Employees who have a positive attitude towards their work, assessing it as an expression of gratitude for fulfilling one of the basic principles of their profession, are said to be in a state of job satisfaction. Afandi (2018).

Concluding from the views expressed by various experts mentioned previously, job satisfaction is related to the feelings (positive or negative) that an employee has regarding the tasks assigned to him. These feelings can include feelings of satisfaction with the rewards they receive, being able to work well with colleagues, feeling appreciated by superiors, and other relevant aspects. Added items

According to Robbins and Judge (2015), job satisfaction consists of various aspects, including type of work, salary, prospects for advancement, management, and employees.

This study takes the conceptual framework from previous studies on Organizational Citizenship Behavior (OCB), compensation, transformational leadership, and job satisfaction

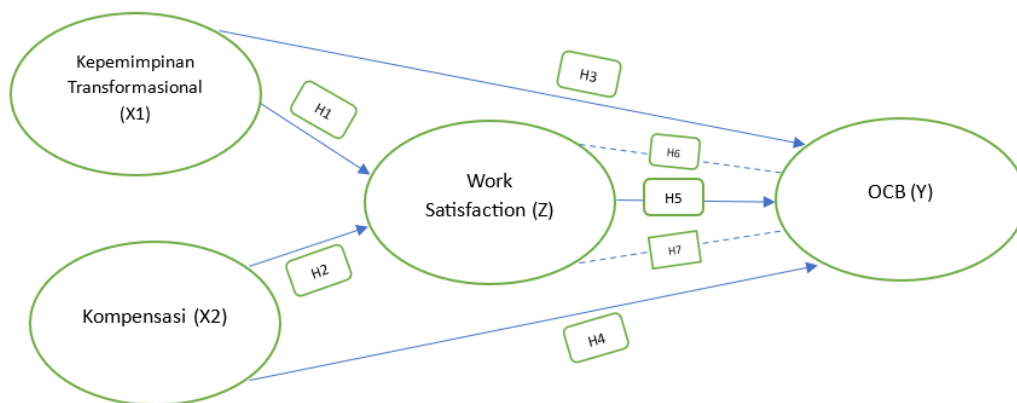


Figure 1 Study Constellation

Based on the problem formulation and previous study model as mentioned above, the hypothesis in the study can be formulated as follows:

- H1: Transformational Leadership has a positive and significant effect on Job Satisfaction.
- H2: Compensation has a positive and significant effect on Work Satisfaction.
- H3: Compensation has a positive and significant effect on Organizational Citizenship Behavior (OCB).
- H4: Transformational Leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB).
- H5: Work satisfaction has a positive and significant effect on Organizational citizenship behavior (OCB).

H6: Work satisfaction mediates the influence of compensation on organizational citizenship behavior (OCB).

H7: Work satisfaction mediates the influence of Transformational Leadership on Organizational Citizenship Behavior (OCB)

METHODOLOGY

In this study, quantitative methodology was used. Seventy-two employees of PT. DKI Jakarta Branch. Jasa Raharja participated in this study. Saturated sampling, or sampling the entire population, is the sampling strategy used. 72 respondents served as the sample size for this investigation. Structural Equation Modeling (SEM) and Smart PLS were used in the study data analysis.

RESULTS

Below, the researcher provides a description of the respondents totaling 72 employees based on gender, age, highest level of education and length of service:

Tabel 1. Responden Study

Profile	Amount	Percentage
Gender		
1. Man	38	52,8
2. Woman	34	47,2
Age		
1. 20-25 Years	1	1,39
2. 26-30 Years	18	25
3. 31-45 Years	45	62,50
4. 46-50 Years	5	6,94
5. > 50 Years	3	4,17
Education		
1. SMA/SMK	2	2,78
2. Diploma	3	4,17
3. S1	54	75
4. S2	12	16,67
5. S3	1	1,39
Years of service		
1. 1-5 Years	5	6,94
2. 6-10 Years	17	23,61
3. 11-15 Years	32	44,44
4. 16-20 Years	12	16,67
5. >20 Years	6	8,33

Based on the results of Table 1, only 47.2% of study respondents were women, and 52.8% of respondents were men. Survey participants aged between 20 and 25 years made up 1.39% of the sample, those between 26 and 30 years made up 25%, those between 31 and 45 years made up 62.50%, those between

31 and 45 years amounted to 62.50%, those aged between 46 and 50 years reached 6.94%, and those aged over 50 years reached 4.17%. From the explanation above, it can be concluded that the majority of respondents were aged 31-40 years, amounting to 72.2%. Of the respondents from this study, it can be seen that the majority of the highest education level of all Jasa Raharja DKI Jakarta Branch employees, 75% of whom are S1 graduates. Then followed by Master's graduates at 16.57%, and the least were Doctoral graduates at 1.39%. This can be illustrated by the fact that the majority of graduates among employees working at PT Jasa Raharja are S1 graduates at 75%. Of the respondents from this study, it can be seen that the respondents who have the longest work period or work experience in the company are 11-15 years of work at 44.44%, then the respondents who have the least work period are respondents with a work period of 1-5 years. amounting to 6.94%.

Measurement Model Test Results (Outer Model)

To ensure that the measurements taken are appropriate to the situation (valid and reliable), the Outer Model is applied. Convergent validity, discriminant validity, and composite reliability are all assessed when assessing construct validity in PLS.

Table 2. Outer Loadings (Measurement Model) Stage I

Variable	Indicator	Loading Factor	Condition	Information
Transformational Leadership (X1)	KT.1	0,909	≥ 0,7	Valid
	KT.2	0,856	≥ 0,7	Valid
	KT.3	0,951	≥ 0,7	Valid
	KT.4	0,940	≥ 0,7	Valid
	KT.5	0,740	≥ 0,7	Valid
	KT.6	0,870	≥ 0,7	Valid
	KT.7	0,866	≥ 0,7	Valid
	KT.8	0,963	≥ 0,7	Valid
	KT.9	0,265	≥ 0,7	Invalid
	KT.10	0,729	≥ 0,7	Valid
	KT.11	0,715	≥ 0,7	Valid
	KT.12	0,304	≥ 0,7	Invalid
Compensation (X2)	K.1	0,846	≥ 0,7	Valid
	K.2	0,789	≥ 0,7	Valid
	K.3	0,842	≥ 0,7	Valid
	K.4	0,844	≥ 0,7	Valid
	K.5	0,859	≥ 0,7	Valid
	K.6	0,862	≥ 0,7	Valid
	K.7	0,581	≥ 0,7	Invalid
Work Satisfaction (Z)	WS.1	0,647	≥ 0,7	Invalid
	WS.2	0,756	≥ 0,7	Valid
	WS.3	0,832	≥ 0,7	Valid
	WS.4	0,747	≥ 0,7	Valid

	WS.5	0,725	$\geq 0,7$	Valid	
	WS.6	0,678	$\geq 0,7$	Invalid	
	WS.7	0,472	$\geq 0,7$	Invalid	
	WS.8	0,327	$\geq 0,7$	Invalid	
	WS.9	0,471	$\geq 0,7$	Invalid	
	WS.10	0,309	$\geq 0,7$	Invalid	
	WS.11	0,140	$\geq 0,7$	Invalid	
	WS.12	0,062	$\geq 0,7$	Invalid	
	<i>Organizational citizenship behavior (Y)</i>	OCB.1	0,602	$\geq 0,7$	Invalid
		OCB.2	0,622	$\geq 0,7$	Invalid
		OCB.3	0,900	$\geq 0,7$	Valid
		OCB.4	0,359	$\geq 0,7$	Invalid
OCB.5		0,605	$\geq 0,7$	Invalid	
OCB.6		0,894	$\geq 0,7$	Valid	
OCB.7		0,543	$\geq 0,7$	InvalidValid	
OCB.8		0,866	$\geq 0,7$	Valid	
OCB.9		0,319	$\geq 0,7$	Invalid	
OCB.10		0,479	$\geq 0,7$	Invalid	
OCB.11		0,228	$\geq 0,7$	Invalid	
OCB.12		0,346	$\geq 0,7$	Invalid	
OCB.13		0,622	$\geq 0,7$	Invalid	

Table 2 displays the results of processing carried out with the SmartPLS program. It can be seen from several indicators including KT.9, KT.12, K.7, WS.1, WS.6, WS.7, WS.8, WS.9, WS.10, WS.11, WS.12, OCB.1, OCB.2, OCB.4, OCB.5, OCB.7, OCB.9, OCB.10, OCB.11, OCB.12, and OCB.13, are not appropriate measures for the variables and cannot be used. For other indicators that have a loading factor ≥ 0.7 , they have met convergent validity so the conclusion is that the construct for all variables can be used for hypothesis testing. Next, a second-factor loading test was carried out to test the validity of the valid construct.

Table 3 Outer Loadings (Measurement Model) Phase II

Variable	Indicator	Loading Factor	Condition	Information
Transformational Leadership (X1)	KT.1	0,909	$\geq 0,7$	Valid
	KT.2	0,856	$\geq 0,7$	Valid
	KT.3	0,951	$\geq 0,7$	Valid
	KT.4	0,940	$\geq 0,7$	Valid
	KT.5	0,740	$\geq 0,7$	Valid
	KT.6	0,870	$\geq 0,7$	Valid
	KT.7	0,866	$\geq 0,7$	Valid
	KT.8	0,963	$\geq 0,7$	Valid
	KT.10	0,729	$\geq 0,7$	Valid
	KT.11	0,715	$\geq 0,7$	Valid

Compensation (X2)	K.1	0,846	$\geq 0,7$	Valid
	K.2	0,789	$\geq 0,7$	Valid
	K.3	0,842	$\geq 0,7$	Valid
	K.4	0,844	$\geq 0,7$	Valid
	K.5	0,859	$\geq 0,7$	Valid
	K.6	0,862	$\geq 0,7$	Valid
Work Satisfaction (Z)	WS.2	0,756	$\geq 0,7$	Valid
	WS.3	0,832	$\geq 0,7$	Valid
	WS.4	0,747	$\geq 0,7$	Valid
	WS.5	0,725	$\geq 0,7$	Valid
	Organizational citizenship behavior (Y)	OCB.3	0,900	$\geq 0,7$
OCB.6		0,894	$\geq 0,7$	Valid
OCB.8		0,866	$\geq 0,7$	Valid

It can be seen from Table 3 above that the factor loading value for each indicator meets the criteria > 0.70 after processing the data with SmartPLS. This shows that the variable indicators are reliable and worthy of being included in the model.

Table 4. Nilai Average Variance Extracted Pada Tiap Variabel

Variable	AVE (Average Variance Extracted)
Transformational leadership	0,737
Compensation	0,710
Work Satisfaction	0,702
OCB	0,917

The AVE value for each variable is greater than 0.50, this shows that the AVE value meets the requirements for convergent validity testing, by the results of data processing using SmartPLS software in Table 4 above.

Table 5. Composite Reliability Test Results

Variable	Composite Reliability	Condition	Cronbach's Alpha	Condition	AVE	Condition
Transformational Leadership	0,965	$\geq 0,70$	0,959	$\geq 0,60$	0,737	$\geq 0,50$
Compensation	0,936	$\geq 0,70$	0,919	$\geq 0,60$	0,710	$\geq 0,50$
Work Satisfacton	0,904	$\geq 0,70$	0,954	$\geq 0,60$	0,702	$\geq 0,50$
OCB	0,971	$\geq 0,70$	0,857	$\geq 0,60$	0,917	$\geq 0,50$

Each variable in this study has a composite reliability value in Table 5, which is equal to or greater than 0.70 based on test results. With a Composite Reliability value of 0.971, the OCB variable has the highest value, while the Job Satisfaction variable has the lowest value of 0.904. The OCB variable has the lowest value of 0.857 according to the results of Cronbach's Alpha test, while the Transformational Leadership variable has the highest value of 0.959.

Structural Model Test Results or Hypothesis Testing (Inner Model)

The initial test is the coefficient of determination which aims to assess the extent to which the model can explain the variability of the dependent variable.

Table 6 R Square (R2) Values from the Study Model

Construct	R Square	R Square Adjusted	Category
Work Satisfaction (Z)	0,332	0,313	Moderate
OCB (Y)	0,878	0,873	Moderate

Based on the information in table 6, it can be seen that the R Square (R2) value of the Job Satisfaction (Z) construct is 0.332. The study results show that the Job Satisfaction (Z) variable can be explained by the Transformational Leadership (X1) and Compensation (X2) variables which together explain a variance of 33.2%. The remaining 66.8% is caused by other variables. Meanwhile, the OCB (Y) construct can be explained by external factors, namely Transformational Leadership (X1) and Compensation (X2) amounting to 87.8%. Apart from that, the remaining 12.2% was caused by other external factors.

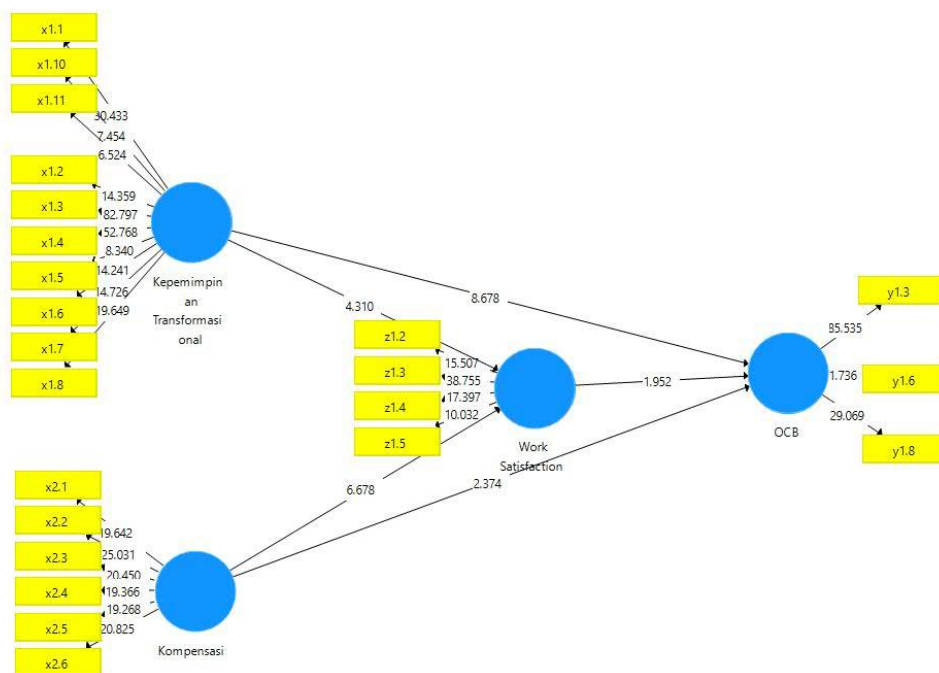


Figure 1 T-Statistic test results (Boostrapping)

Table 7. T-Statistic Results (Bootstrapping) Direct Effect

Variable	Original Sampel (O)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values	Information
Transformational Leadership (X1) → Work Satisfaction (Z)	0,728	0,166	4,382	0,000	Positive and significant influence
Transformational Leadership (X1) → OCB (Y)	0,743	0,085	8,740	0,000	Positive and significant influence
Compensation (X2) → Work Satisfaction (Z)	0,767	0,117	6,550	0,000	Positive and significant influence
Compensation (X2) → OCB (Y)	0,230	0,095	2,413	0,008	Positive and significant influence
<i>Work Satisfaction (Z) → OCB (Y)</i>	0,115	0,058	1,987	0,024	Positive and significant influence

Various hypothesis testing results are produced from Table 7, which shows the findings of the Direct Effect of T-statistics (Bootstrapping). These results include:

1. The Effect of Transformational Leadership (X1) on Job Satisfaction (Z)

It can be seen from Table 4.13 that the route coefficient value is 0.728. The t-statistic value of 4.382 is greater than 1.98. Furthermore, the P-value is less than $\alpha = 0.05$ at 0.000. This shows that the Job Satisfaction variable is significantly and positively influenced by the Influence of the Transformational Leadership variable. Thus there is evidence for the study hypothesis (H1) which states that "Transformational Leadership (X1) has a positive and significant effect on Job Satisfaction (Z)".

2. Effect of Compensation (X2) on Job Satisfaction (Z)

Table 7 shows that the P-value of 0.000 is smaller than $\alpha = 0.05$, the t-statistic value of 6.550 is more than 1.98, and the route coefficient value is 0.767. This shows that there is a positive and significant relationship between the variable Influence of Compensation on Job Satisfaction. Thus there is support for the study hypothesis (H2) which states that "Compensation (X2) has a positive and significant effect on Job Satisfaction (Z)".

3. Effect of Compensation (X2) on Organizational Citizenship Behavior (Y)

Table 7 shows that the P-Value is 0.008 less than $\alpha=0.05$, the t-statistic value is 2.413 more than 1.98, and the route coefficient value is 0.743. This shows that there is a positive and statistically significant relationship between the

Compensation variable (X2) and the OCB variable (Y). Therefore, this study's hypothesis (H3) which states "Compensation (X2) has a positive and significant effect on OCB (Y)" is validated.

4. Influence of Organizational Citizenship Behavior (Y) on Transformational Leadership (X1)

Table 7 shows that the P-value of 0.000 is smaller than $\alpha = 0.05$, the t-statistic value of 8.740 is more than 1.98, and the route coefficient value is 0.339. This shows that there is a positive and real influence of the Transformational Leadership variable on the OCB variable. "Transformational Leadership (X1) has a positive and significant effect on OCB (Y)" is the study hypothesis (H4), and is supported.

5. Relationship between Organizational Citizenship Behavior (Y) and Job Satisfaction (Z)

Table 7 shows that the P-value is 0.024 greater than $\alpha = 0.05$, the t-statistic value is 1.987 greater than 1.98, and the path coefficient value is 0.115. This shows that the OCB variable is influenced positively and significantly by the Work Motivation variable. The study hypothesis (H5) which states "Work Motivation (Z) has a positive and significant effect on OCB (Y)" is validated.

Table 8. T-Statistic Results (Bootstrapping) of Indirect Effects

Variable	Original Sampel (O)	Standar Deviasi (STDEV)	T-Statistik (O/STDEV)	P Values	Information
Transformational Leadership (X1) → Work Satisfaction (Z) → OCB (Y)	0,083	0,047	1,766	0,039	Positive and significant influence
Compensation (X2) → Work Satisfaction (Z) → OCB (Y)	0,088	0,085	1,870	0,031	Positive and significant influence

From Table 8 which displays the T-statistics (Bootstrapping) findings for indirect effects, many hypothesis testing results were found, including:

6) Impact of Compensation (X2) on Organizational Citizenship Behavior (Y) through the mediating role of Job Satisfaction (Z)

Referring to Table 8, it can be seen that the path coefficient value is 0.083. The t-statistic value is 1.870, less than 1.98. Additionally, the P-value is 0.031, which is also less than $\alpha = 0.05$. This shows that the Compensation variable (X2) has a good and noteworthy influence on the OCB variable (Y) through the mediation of Job Satisfaction (Z). Hypothesis (H6) in this study states that "Compensation (X2) has a positive and significant influence on the OCB variable (Y) through the mediation of Job Satisfaction (Z)." Agreed.

7) The impact of Transformational Leadership (X1) on OCB (Y) which is facilitated by Job Satisfaction (Z).

Referring to Table 8, it can be seen that the path coefficient value is 0.083. The t-statistic value is 1.766, less than 1.98. Additionally, the P-value is 0.039, which is also less than $\alpha = 0.05$. This shows that the Transformational Leadership variable (X1) has a positive and significant influence on the OCB variable (Y) which is influenced by Job Satisfaction (Z). The hypothesis (H7) in this study which states that "Transformational Leadership (X1) has a positive and significant influence on the OCB variable (Y) through the mediation of Job Satisfaction (Z)" is proven.

DISCUSSION

The study was conducted to better understand the impact of transformational leadership (X1) and compensation (X2) on Organizational Citizenship Behavior (Y), with job satisfaction (Z) as the mediator. This is based on existing theories and a review of previous studies which will be discussed in detail in the analysis of study findings. as stated below:

The Influence of Transformational Leadership on Work Satisfaction

The results of the hypothesis test show that Transformational Leadership is a factor that influences Work Motivation in employees of PT Jasa Raharja DKI Jakarta Branch. This is to previous studies conducted by Robatul Adawiyah et al. (2020) entitled Transformational Leadership and Organizational Culture on OCB and Job Satisfaction, which states that Transformational Leadership has a good and noteworthy impact on job satisfaction. The leadership style applied at PT. Jasa Raharja DKI Jakarta Branch is Transformational Leadership which aims to have a positive impact on the work happiness of its employees.

The Influence of Compensation on Work Satisfaction

The findings of the hypothesis test show that H2 is accepted so it can be concluded that remuneration has a positive and quite large effect on job satisfaction. This shows that salary is a factor that influences job satisfaction. Based on a study conducted by Fanisya Rahmadina Putri and Yudi Nur Supriyadi in 2020 entitled "The Influence of Compensation, Work Environment, and Organizational Citizenship Behavior (OCB) on PT Patra Badak Arun Solusi Employee Job Satisfaction", it was found that Compensation has a positive and significant effect on Job Satisfaction at PT Patra Badak Arun Solusi. At PT. Jasa Raharja DKI Jakarta Branch, it is important to carefully analyze the salaries given to staff to ensure their satisfaction in carrying out their work.

Effect of Compensation on OCB

Based on the findings of the hypothesis test, H3 was accepted and it was concluded that compensation had a positive and significant effect on OCB. This shows that the level of compensation has an impact on the occurrence of Organizational Citizenship Behavior (OCB) in employees of PT Jasa Raharja DKI Jakarta Branch. A fair salary system is implemented by management at PT Jasa Raharja DKI Jakarta Branch, to encourage positive cooperation among

employees. This helps foster a sense of teamwork and encourages employees to support each other in all aspects of their work. This is supported by a study conducted by Dwi Susilo & Ari Muhardono (2021) with the title "The Impact of Work Motivation, Work Environment, and Compensation on Organizational Citizenship Behavior (OCB)". This study found that compensation has a positive and significant effect on Organizational Citizenship Behavior. (Original Content by User).

The Influence of Transformational Leadership on OCB

The findings of the hypothesis test show that H4 is accepted so it can be concluded that Transformational Leadership has a positive and significant effect on OCB. This shows that Transformational Leadership is a factor that directly influences the Organizational Citizenship Behavior (OCB) of employees of PT Jasa Raharja DKI Jakarta Branch. This can be seen in a study conducted by Prabandi Riani (2020) entitled "The Impact of Transformational and Work Motivation on Organizational Citizenship Behavior: Does Work Engagement Matter?" The study findings show that Transformational Leadership has a beneficial and noteworthy impact on organizational citizenship Behavior (OCB).

The Influence of Work Satisfaction on OCB

Based on the findings of the hypothesis test, it can be shown that H5 is accepted so it can be concluded that Job Satisfaction has a positive and significant effect on OCB. This shows that Job Satisfaction is a factor that influences OCB in employees of PT Jasa Raharja DKI Jakarta Branch. Consistent with a previous study conducted by Nurjanah (2020) entitled The Influence of Transformative Leadership, Job Satisfaction, and Organizational Commitment on Organizational Citizenship Behavior (OCB) at the Inspectorate General of the Ministry of Education and Culture. Studies show that job satisfaction has a good and important impact on Organization Citizenship Behavior (OCB). Job satisfaction among PT employees. Jasa Raharja DKI Branch can foster a sense of unity. This is because when people feel satisfied with achieving positive results in their work, this will foster a sense of closeness and mutual support.

The Effect of Compensation on OCB is Mediated by Work Satisfaction

Based on the findings of the hypothesis test, H6 is supported so it can be concluded that remuneration has a positive and significant effect on OCB, with Job Satisfaction as the mediator. This shows that job satisfaction has a role in the relationship between compensation and Organizational Citizenship Behavior (OCB) in employees of PT Jasa Raharja DKI Jakarta Branch. When someone is well compensated and satisfied with their job, they may be more likely to go above and beyond their routine tasks or engage in organizational citizenship behavior within the organization, which may ultimately impact their effectiveness as an employee. For example, a study conducted by Ari Widya Utami et al. (2022) with the title "Examining the Impact of Compensation and Emotional Intelligence on Organizational Citizenship Behavior (OCB) with Job

Satisfaction as a Mediator". The study results show that the influence of compensation on Organizational Citizenship Behavior (OCB) which is influenced by Job Satisfaction has a positive and significant effect.

The influence of Transformational Leadership on OCB is mediated by Work Satisfaction

The findings of hypothesis testing show that H7 is accepted, resulting in the conclusion that Transformational Leadership has a positive and significant effect on OCB, with job satisfaction as the mediator. This shows that job satisfaction acts as a mediator between Transformational Leadership and OCB. It can be understood that the study shows that the transformational leadership implemented by PT Jasa Raharja DKI Jakarta branch has the potential to increase job satisfaction which ultimately affects employee OCB. It can be said that when employees receive effective Transformational Leadership, this can have a major impact on their work happiness and influence their OCB values. According to a study conducted by Arijanto (2022), entitled "The Influence of Transformational Leadership Style and Work Motivation on Organizational Citizenship Behavior (OCB) with Job Satisfaction as a Mediating Variable in Outsourcing Companies." The findings of this study indicate that Job Satisfaction plays a significant role in moderating the relationship between Transformational Leadership and Organizational Citizenship Behavior (OCB).

CONCLUSIONS AND RECOMMENDATIONS

1. Transformational Leadership has a positive and significant effect on employee Work Satisfaction behavior. This means that the higher the level of transformational leadership, the higher the employee's job satisfaction behavior will be. This is how the leader's behavior toward individual employees at work can increase their satisfaction at work and also encourage the creation of togetherness and cohesiveness which leads to OCB behavior in employees. The attitude of superiors has a big influence on employees to feel comfortable at work so that it will foster a sense of satisfaction in the work environment.
2. The compensation received by employees will have a positive and significant effect on employee job satisfaction behavior. This means that the higher the employee receives in terms of compensation in the form of salary and other facilities, the higher the employee's satisfaction with their work will be. Raising awareness of satisfaction is ultimately able to boost employee caring behavior as an organization. For example, if the company appropriately pays the salaries and bonuses received, then the employees will be very grateful to management by reflecting on their activities by being very serious about their work so that employees get satisfaction in doing their work.
3. Compensation has a positive and significant effect on OCB. This means that the higher the compensation received by employees, the higher the organizational citizenship behavior among employees will be. A good compensation model is implemented by the leadership at PT Jasa Raharja DKI Jakarta Branch, this is intended to increase OCB between

fellow employees so that employees do not feel like they are helping each other in any field of work and further increase more solid team collaboration. When OCB increases, coordination within the team and between organizational teams will immediately increase so that it can improve performance and lead to the realization of company targets.

4. Transformational Leadership has a positive and significant effect on Organizational citizenship behavior. This means that the higher the level of Transformational Leadership at the superior level, the higher the organizational citizenship behavior of employees will be. The attitude of superiors who can raise awareness for learning about the meaning if there are problems encountered at work so that they can encourage employees to care about each other for work that may not be their responsibility and help each other between individuals and between divisions, there can even be an increasing exchange of knowledge between employees. evenly because there is this OCB behavior. For example, when one division helps another division's project, the divisions will understand the workflow for which they are responsible so that if there is a conflict of interest it can be resolved immediately.
5. Work Satisfaction has a positive and significant effect on Organizational citizenship behavior. The higher the level of work satisfaction among employees, the higher the organizational citizenship behavior of employees will be. For employees of PT. Jasa Raharja DKI Branch job satisfaction can create togetherness for them, this is because they are satisfied with getting good results at work, so that when their work is assessed as good it will create a sense of togetherness and helping each other.
6. Work Satisfaction significantly mediates Compensation on Organizational Citizenship Behavior. This means that job satisfaction can mediate compensation for OCB behavior in employees. Job satisfaction has an important role in increasing OCB in employees and ultimately can encourage employees to behave OCB because when employee satisfaction is good, it will increase the sense of togetherness and mutual understanding towards others in the organization, which can then provide opportunities for everyone. employees to contribute to intensifying the potential of each employee for a common goal regardless of division or job description.
7. Work Satisfaction significantly mediates Transformational Leadership on Organizational Citizenship Behavior. This means that job satisfaction can mediate transformational leadership on OCB behavior in employees. Transformational leaders can build awareness regarding the importance of the organization's shared goals in achieving a shared vision within the company so that it can become a means that can be used to create even higher activity performance.

The author aims to provide comments or suggestions in the hope of improving the study results, based on the conclusions above:

1. Transformational Leadership has a big influence on Organizational citizenship behavior, so leaders should always take a good approach and provide advice to employees in carrying out their duties. The role of leaders is to always pay attention to employees so that employees always feel like an organizational team is like a family that always understands process activities accompanied by team cohesion and helping each other between employees for the sake of organizational goals. This is what is called organizational citizenship behavior, which can save resources owned by management and the organization as a whole.
2. Regarding salary-related factors that may have an impact on corporate citizenship behavior. Employee performance can be influenced by salary because higher salaries mean higher expectations for productivity and accountability. Still, the organization hopes that paying its workers well will help them attract and retain the best workers their business has to offer. Good remuneration, for example, can improve group cohesion, morale and a sense of belonging. These factors can improve organizational performance and make it easier to attract and retain talented personnel. Therefore, sportsmanship behavior which is an indication of OCB seeking to increase devotion and loyalty to the organization will be influenced by remuneration.
3. Regarding the behavioral variable of Job Satisfaction in workers, workers who fulfill their responsibilities may receive significant benefits in terms of dedication and effort. Employee retention and turnover are expected to decrease in companies that have high levels of job satisfaction at both the individual and organizational levels. Even though from the start the company invested money and provided training to many people, this was very beneficial because, in the end, these people quit because they were dissatisfied with their work. Apart from that, by obtaining high employee performance, the job satisfaction variable can increase motivation, productivity and achievement.
4. Regarding the organizational citizenship behavior variable, workers within the company can support one another by helping out coworkers who are absent from work or who are overworked; this can help stabilize the performance of the organization. Additionally, the ability of the organization to adapt to change can be enhanced by OCB behavior in employees, which is typified by conscientiousness (the willingness to volunteer information on adaptation) and the ability to respond to any changes that take place in the organization

FURTHER STUDY

This study still has many shortcomings and limitations, especially for respondents who were only from PT Jasa Raharja DKI Branch, so it is recommended for future researchers to carry out the study at the Jasa Raharja Head Office because if good results are obtained it will be implemented in all Jasa Branch office areas Raharja throughout Indonesia. The study of the variables transformational leadership, compensation, work satisfaction and

OCB is still very broad to be researched, because the influence of the relationship between these variables is not absolute, namely changing. Consideration for adding influencing variables so that they can be researched further according to the needs and goals of the organization being studied

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