

Predicting the Role of Transformational Leadership on Organizational Citizenship Behavior: Evidence from Airports Employees in the Sorong Area

Memprediksi Peran Kepemimpinan Transformasional terhadap Perilaku Kewargaan Organisasi: Bukti dari Karyawan Bandar Udara di Wilayah Sorong

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ABSTRACT

The airports in the Sorong area are institutions under the Ministry of Transportation, Directorate General of Civil Aviation. This study aimed to analyze the relationship between transformational leadership and organizational citizenship behavior with the mediating variables of organizational climate and job satisfaction among airports employees in the Sorong area. This research adopted a quantitative approach, using a questionnaire with a Likert scale to collect data. Purposive sampling was utilized to obtain 126 respondents. Furthermore, the data obtained was analyzed using the Partial Least Square Structural Equation Modelling (PLS-SEM). The results concluded that transformational leadership has a positively significant influence on organizational climate and job satisfaction. Organizational climate also had a significant influence on organizational citizenship behavior. However, transformational leadership and job satisfaction had insignificant impact on organizational citizenship behavior. Transformational leadership had a significant indirect impact on organizational citizenship behavior through organizational climate, while job satisfaction did not mediate the relationship between transformational leadership and organizational citizenship behavior. This research examined the influence of transformational leadership on organizational citizenship behavior among airports employees in the Sorong area which are mediated by organizational climate and job satisfaction. Proposed research model was unique in order for gaining a better understanding of organizational citizenship behavior. Research results would help airport leaders in the Sorong area in developing strategies to increase employees organizational citizenship behavior through transformational leadership, organizational climate and job satisfaction.

Keywords: Transformational Leadership, Organizational Citizenship Behavior, Organizational Climate, Job Satisfaction.

ABSTRAK

Bandar udara di wilayah Sorong merupakan institusi yang berada di bawah naungan Kementerian Perhubungan, Direktorat Jenderal Perhubungan Udara. Penelitian ini bertujuan untuk menganalisis hubungan antara kepemimpinan transformasional dan perilaku kewargaan organisasional dengan variabel mediasi iklim organisasi dan kepuasan kerja pada karyawan bandar udara di wilayah Sorong. Penelitian ini menggunakan pendekatan kuantitatif dengan menggunakan kuesioner dengan skala Likert untuk mengumpulkan data. Purposive sampling digunakan untuk mendapatkan 126 responden. Selanjutnya, data yang diperoleh dianalisis dengan menggunakan Partial Least Square Structural Equation Modelling (PLS-SEM). Hasil penelitian menyimpulkan bahwa kepemimpinan transformasional memiliki pengaruh positif signifikan terhadap iklim organisasi dan kepuasan kerja. Iklim organisasi juga memiliki pengaruh yang signifikan terhadap perilaku kewargaan organisasi. Namun, kepemimpinan transformasional dan kepuasan kerja memiliki pengaruh yang tidak signifikan terhadap perilaku kewargaan organisasi. Kepemimpinan transformasional memiliki dampak tidak langsung yang signifikan terhadap perilaku kewargaan organisasional melalui iklim organisasi, sedangkan kepuasan kerja tidak

memediasi hubungan antara kepemimpinan transformasional dan perilaku kewargaan organisasional. Penelitian ini menguji pengaruh kepemimpinan transformasional terhadap perilaku kewargaan organisasional di kalangan karyawan bandara di wilayah Sorong yang dimediasi oleh iklim organisasi dan kepuasan kerja. Model penelitian yang diusulkan adalah unik untuk mendapatkan pemahaman yang lebih baik tentang perilaku kewargaan organisasi. Hasil penelitian akan membantu para pemimpin bandara di wilayah Sorong dalam mengembangkan strategi untuk meningkatkan perilaku kewargaan organisasional karyawan melalui kepemimpinan transformasional, iklim organisasi dan kepuasan kerja.

Kata Kunci: Kepemimpinan Transformasional, Perilaku Kewargaan Organisasi, Iklim Organisasi, Kepuasan Kerja

1. Introduction

When someone enters the world of work in an organization, he will be faced with the main tasks he must carry out and how much appreciation he will receive for these main tasks. Furthermore, the implementation of the tasks carried out will be calculated by the organization in the amount of the income earned. In reality, it often happens that the implementation of the main tasks of workers in an organization does not fully accommodate all the tasks in the organization.

The organizational structure at the airport in the Sorong area consists of leaders and functional employees. There are 37 nomenclature positions that must be filled at the airports. In fact, there are many position nomenclatures that have not been filled. So, leaders must distribute tasks according to the relevant position nomenclature to their employees in the form of additional tasks, either with compensation or voluntarily.

To obtain optimal organizational performance results, the role of employees is needed that go beyond their main duties and functions. And not all additional tasks outside of an employee's main duties can be rewarded. Thus, it is very important for organizations to foster Organizational Citizenship Behavior (OCB) in employees.

OCB is the discretionary behavior of employees who carry out tasks beyond their job description, which contributes to the psychological and social environment where they work. Robbins and Judge also stated that in today's dynamic workplace, where flexibility is very important and many tasks must be done in teams, employees who have Good Citizenship Behavior will help other people in their team, volunteer to take on additional tasks, avoid unnecessary conflicts, respect the spirit of rules and regulations, and occasionally still have tolerance for discomfort in carrying out work (Robbins & Judge, 2017).

Meanwhile, Griffin, Phillips and Gully stated that OCB is individual behavior that overall makes a positive contribution to the organization. Compared to employees who work on basic tasks only, although the quantity and quality are acceptable, employees who donate time helping others on their team, volunteer for extra work, avoid unnecessary conflicts, comply with organizational rules are more likely to be seen as Good Citizen (Griffin et al., 2020).

The following five types of citizenship behavior identified by Organ: Altruism (undertaking voluntary actions that help another person with a work-related problem), Civic Virtue (a person who participates in and is concerned about the life of the company), Conscientiousness (placing priority on attendance, use of work time, and adherence to various rules. . . that far surpasses any enforceable minimum standards), Courtesy (engaging in actions that help prevent work-related problems with others from occurring), and Sportsmanship (a willingness to tolerate the inevitable inconveniences and impositions of work without complaining) (Allison et al., 2001).

The aim of fostering Good Citizenship Behavior is to achieve the goals or targets set by the organization, both short and long term, with a human perspective as the central point in the organization. This human perspective views humans as individuals and humans as part of a group. And in fostering Good Citizenship Behavior leadership is needed.

Leadership has a very important role in the success of an organization. Leadership is formed to achieve goals together with other team members. In other words, it is important for leadership to be able to control all team members so that they move towards the same direction and goal with a rhythm of working together. The theory stated by George R. Terry formulates that leadership is the activity of influencing people to be directed towards achieving organizational goals (Thoha, 2013).

In carrying out organizational leadership, leaders are required to understand the behavior of each employee in their work environment. To realize employee behavior that is in accordance with management's needs, a leader needs to use his strengths. Three forms of leader power stated by Richard L. Daft: legitimizing power (power that comes from formal management positions and the authority given to him), reward power (power that comes from the authority to give rewards to employees), and coercive power (power derived from authority to punish or recommend punishment).

Burns distinguishes two leadership concepts: transactional leadership (a leadership style that emphasizes exchange relationships between leaders and employees, using reward and punishment instruments as a tool to encourage employee compliance), and transformational leadership (a leadership style that has charisma and is able to empower the potential of employees so that they are able to use new ways of solving organizational problems) (Achmad Sobirin, 2019).

The term transformational comes from the word to transform, which means changing something to be different from before, for example transforming a vision into reality, a mission into a program, or changing achievement motives into real achievements. Transformational leadership is defined by Bass as the ability of a leader to influence his followers, so that they come to trust, emulate and respect the leader (Pasolong, 2021).

Bass explained that transformational leadership includes three components: charisma or idealized influence (a process where a leader influences members of the organization by generating strong emotions and identification with the leader, where the leader acts as a role model), intellectual stimulation (a process where the leader increases the awareness of organization members to view problems from a new perspective and solving them in new, unconventional ways), and individualized consideration (leaders pay attention to employees personally/individually). Furthermore, Bass and Avolio added another transformational behavior, namely inspirational motivation (the extent to which a leader communicates an awesome vision, uses symbols so that followers can focus their efforts and engage in appropriate behavior) (*ADPU4334 – Kepemimpinan (Edisi 2) – Perpustakaan UT, n.d.*).

By having three forms of strength, transformational leader plays a role in creating a conducive organizational climate, in the form of a positive (pleasant) work environment, including physical conditions, organizational development, management development, skill development, health and welfare, working conditions and co-workers.

Organizational climate is an individual's perception of the quality of the organizational environment which will then influence their behavior. When employees feel the organizational climate is positive (pleasant) it has an effect on the success of the organization. A conducive work environment will trigger passion and job satisfaction, as well as support efforts to improve employee performance (Indrasari et al., 2017).

The dimensions of organizational climate described by Lussier include: Structure (the level of coercion felt by individuals regarding the authority and policy procedures implemented in the organization), Responsibility (the level of supervision felt by individuals towards giving them responsibility in carrying out their duties), Reward (a gift or recognition felt by individuals for good performance), Warmth (feelings of a positive and friendly work atmosphere and good relationships between co-workers), Support (feelings of helping each other in carrying out organizational tasks and activities), Organizational Identity and Loyalty (feelings of proud to be

part of the organization and strongly committed to the organization), and Risk (the level of confidence felt by an individual to dare to make decisions in carrying out their duties as a challenge).

By having three forms of power, transformational leader plays a role in creating policies that influences employees' affective or emotional responses to the organization and their work. Policies taken by transformational leader can influences employee attitudes and feelings, where employees feel that the organization is able to provide rewards beyond employee expectations. Thus, transformational leaders are competent in increasing employee job satisfaction.

Job satisfaction is defined by Robbins as a person's general perception towards their job, which shows the difference between the amount of reward workers receive and the amount they believe they should receive (Wibowo, 2016).

Furthermore, the factors that influence job satisfaction are explained by Kreitner and Kinicki, namely: need fulfillment (satisfaction is determined by the extent to which job characteristics provide opportunities for employees to fulfill their needs), discrepancies (satisfaction is a comparison between an employee's expectations and the benefits he receives), value attainment (satisfaction is the result of the perception that work provides fulfillment of individual work values that are important for employees), equity (satisfaction is a function of how fairly employees are treated in the workplace), and dispositional/genetic components (job satisfaction is a function of personal traits and genetic factors, where individual characteristics may differ from others).

Transformational leaders play a role and are able to inspire positive employee behavior in the form of being willing to help colleagues who have problems with work, caring about organizational developments and changes, being willing to comply with organizational rules and regulations, trying to avoid disputes between colleagues, and accepting appropriate policies and procedures determined by the organization. Thus, transformational leaders play a role in forming Good Citizenship Behavior.

Organizational climate is employees' perceptions regarding the quality of the organizational environment which will then influence their behavior. A positive (pleasant) organizational climate can stimulate work enthusiasm and support OCB.

Fulfilling employee job satisfaction is in line with fulfilling physiological and psychological needs. In the event that employee expectations are proportional to the profits they obtain from their work, this has a positive influence on employee behavior in the form of OCB.

This study cited previous research related to research variables. Research conducted by Jorge Imer Gaviria-Rivera and Esteban López-Zapata on 185 work team leaders and collaborators from large, medium and small companies in the Colombian construction showed transformational leadership has a positive effect on organizational climate (Jorge & López-Zapata, 2019). Research conducted by Hina Saleem on lecturers who teach courses related to the public sector at the University of Lahore, Pakistan, showed transformational leadership has a fairly strong positive effect on job satisfaction, while transactional leadership does not have a positive effect on job satisfaction (Saleem, 2015). Research conducted by Simin Ghavifekr and Adebayo Saheed Adewale on academic staff of 10 faculties at a research university, Kuala Lumpur, Malaysia, showed change leadership builds staff trust, motivates them and helps ensure trust which will stimulate staff to demonstrate OCB (Ghavifekr & Adewale, 2019). Research conducted by Barbara Rebecca Mutonyi, Terje Slatten and Gudbrand Lien at one of the largest government-owned transportation organizations in Norway showed organizational climate has a positive influence on innovative behavior and individual creativity (Mutonyi et al., 2020). And research conducted by I Gede Aryana Mahayasa, Desak Ketut Sintaasih and Made Surya Putra (Mahayasa, 2018) at a private public hospital in the city of Denpasar showed

organizational culture and job satisfaction have a positive influence on nurses' OCB (Mahayasa, 2018).

Based on previous research, a conceptual framework was created which can be seen in the following figure:

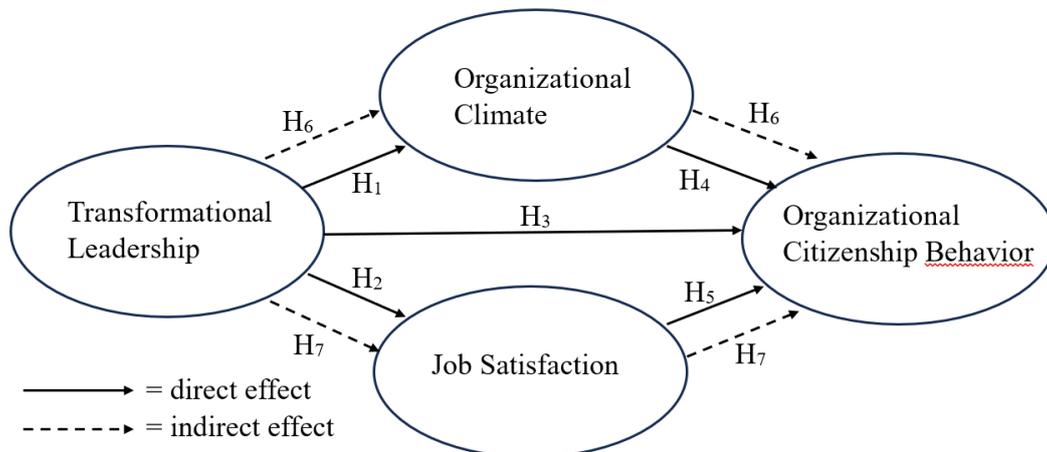


Figure 1. Conceptual Framework

The Relationship between Direct Variable

The Effect of Transformational Leadership on Organizational Climate

Transformational leadership is competent in influencing a positive organizational climate, by creating an attractive work environment and implementing organizational regulations well.

The results of previous research are in line with and support the statement above, for example research conducted by Jorge Imer Gaviria-Rivera and Esteban López-Zapata which found that transformational leadership had a positive influence on the organizational climate of 185 work team leaders and collaborators from large and medium-sized companies. and small in the Colombian construction sector (Jorge & López-Zapata, 2019). Thus, the following hypothesis can be formulated:

H₁: Transformational Leadership affects Organizational Climate

The Effect of Transformational Leadership on Job Satisfaction

Job satisfaction is an employee's evaluation of their work and work context. Transformational leadership pays attention to the needs and self-development of its followers. Transformational leadership is competent in influencing job satisfaction, by increasing employee perceptions of the values and compensation they receive from their work.

The results of previous research are in line with and support the statement above, for example research conducted by Saleem which found that transformational leadership had a fairly strong positive effect on job satisfaction for lecturers who taught courses related to the public sector at the University of Lahore, Pakistan (Saleem, 2015). This is also proven by research conducted by Zahra which found that leadership style had a positive and significant influence on employee job satisfaction in the banking sector in the Jakarta area (Zahra, 2015). Thus, the following hypothesis can be formulated:

H₂: Transformational Leadership affects Job Satisfaction

The Effect of Transformational Leadership on Organizational Citizenship Behavior

OCB, also called Extra Role Behavior, is voluntary behavior that is not the main task of an employee, but supports the effective functioning of the organization. Transformational leadership has the characteristic of being able to motivate followers to move beyond personal

interests and commit to organizational goals, so that they are competent in influencing employee's OCB.

The results of previous research are in line with and support the statement above, for example research conducted by Simin Ghavifekr and Adebayo Saheed Adewale, which found that change leadership builds staff trust, motivates them and helps ensure trust which will stimulate staff to demonstrate OCB in staff academic 10 faculties at a research university, Kuala Lumpur, Malaysia (Ghavifekr & Adewale, 2019). This is also supported by research conducted by Groselj, et al., (Grošelj et al., 2020) which found that psychological empowerment moderates the relationship between transformational leadership and work innovation behavior in employees and moderates the relationship between authentic leadership and work innovation behavior in employees of international technology companies in Slovenia. Research conducted by Tjahjono, et al., found that transformational leadership had a significant positive effect on OCB in permanent lecturers at private universities in Yogyakarta (Tjahjono et al., 2018). Susanto also found that transformational leadership had a positive influence on OCB in several faculties at Trisakti University, Jakarta (Susanto, 2015). Thus, the following hypothesis can be formulated:

H₃: Transformational Leadership affects Organizational Citizenship Behavior

The Effect of Organizational Climate on Organizational Citizenship Behavior

OCB is the character of employees who are loyal to the organization, where employees contribute beyond the demands of their role in the workplace. Organizational climate is the quality of the work atmosphere felt by employees in the organization, which influences their attitudes and behavior. Thus, a positive (pleasant) organizational climate can influence employee's OCB.

The results of previous research are in line with and support the statement above, for example research conducted by Barbara Rebecca Mutonyi, et al., which found that organizational climate has a positive influence on innovative behavior and individual creativity in one of the largest government-owned transportation organizations in Norway (Mutonyi et al., 2020). Thus, the following hypothesis can be formulated:

H₄: Organizational Climate affects Organizational Citizenship Behavior

The Effect of Job Satisfaction on Organizational Citizenship Behavior

OCB is an employee's behavior in carrying out their duties exceeding the standard of tasks given to them voluntarily. Job satisfaction is an employee's attitude and feelings of happiness or displeasure in carrying out their work. If employees feel happy with their work, employees will carry out their work voluntarily, even work outside their main duties. Thus job satisfaction can influence employee's OCB.

The results of previous research are in line with and support the statement above, for example research conducted by Mahayasa, et al., which found that job satisfaction had a direct, positive and significant influence on the OCB of nurses in private public hospitals in the city of Denpasar (Mahayasa, 2018). This is also supported by research conducted by Navneet Kaur and Lakhwinder Singh Kang who found that job satisfaction has a positive influence on OCBI (individual oriented), OCBC (coworker oriented), and OCBO (organization oriented) for employees working at private banks located in three large cities (Amritsar, Jalandhar and Ludhiana) in the state of Punjab, India (Kaur & Singh Kang, 2021). Thus, the following hypothesis can be formulated:

H₅: Job Satisfaction affects Organizational Citizenship Behavior

The Relationship between Indirect Variable

The Effect of Transformational Leadership on Organizational Citizenship Behavior Mediated by Organizational Climate

Theoretically and according to previous research, it was found that transformational leadership has a positive influence on organizational climate, and organizational climate has a positive influence on innovative behavior and individual creativity. Thus, it is logical that organizational climate has a mediating role in the influence of transformational leadership on OCB. So, a hypothesis can be formulated as follows:

H₆: Organizational climate has a mediating role in the influence of transformational leadership on Organizational Citizenship Behavior.

The Effect of Transformational Leadership on Organizational Citizenship Behavior Mediated by Job Satisfaction

Theoretically and according to previous research, it was found that leadership style or transformational leadership has a positive and significant influence on employee job satisfaction, and job satisfaction has a direct positive and significant influence on OCB. Thus, it is logical that job satisfaction has a mediating role in the influence of transformational leadership on OCB. So a hypothesis can be formulated as follows:

H₇: Job Satisfaction has a mediating role in the influence of transformational leadership on Organizational Citizenship Behavior.

2. Research Methods

Distribution of questionnaires and collection of data from respondents was carried out from 12-18 July 2023. The objects of this research were employees who worked at airports in the Sorong area, namely Kambuaya Airport, Marinda Airport, Inanwatan Airport, Teminabuan Airport and Ayawasi Airport, with a total population of 189 people. The purposive sampling technique was used. After being verified and sorted due to errors in filling in respondent identity data and the presence of duplicate questionnaire data, 126 respondent data were obtained.

The research was carried out by distributing research questionnaires in the form of G* Form through contact persons at each airport. The constructs were measured using a five-point Likert scale, ranging from 1 "strongly disagree" to 5 "strongly agree".

The data obtained from the questionnaire is then tabulated, where the question indicators are grouped and coded according to the dimensions of the variables described.

The SEM analysis method has two aspects in the testing process, namely the measurement model and the structural model. Measurement model is the process of calculating the forming indicators for latent variables, carried out to measure how well each indicator is linked in explaining and reflecting latent variables in a model. To achieve this, validity and reliability testing is carried out. Then, the structural model is an analysis process that makes the relationship between latent variables the center of testing. Structural model testing to determine the Goodness of Fit of the model in the inner model, by looking at the R-square and Q-square values; and to determine the level of significance of the relationship between constructs/latent variables.

3. Results and Discussions

Profile of Respondents

Based on 126 questionnaire data collected and filled out, the following is the profile of respondents:

Table 1. Profile of Respondents

Profile of Respondents	Number of Respondents	Percentage (%)
<u>Institution</u>		
Kambuaya Airport	28	22.22
Marinda Airport	27	21.43
Inanwatan Airport	30	23.81
Teminabuan Airport	20	15.87
Ayawasi Airport	21	16.67
Total	126	100
<u>Gender</u>		
Male	95	75.40
Female	31	24.60
Total	126	100
<u>Work Period</u>		
less than 5 years	56	44.44
6-10 years	29	23.02
11-15 years	24	19.05
16-20 years	4	3.17
more than 20 years	13	10.32
Total	126	100

Source: processed data

Evaluation of Measurement Model (Outer Model)

Convergent and discriminant validity, Average Variance Extracted/AVE, composite reliability, and Cronbach's Alpha were used to analyze the measurement model. The test image of the measurement model is in the figure below:

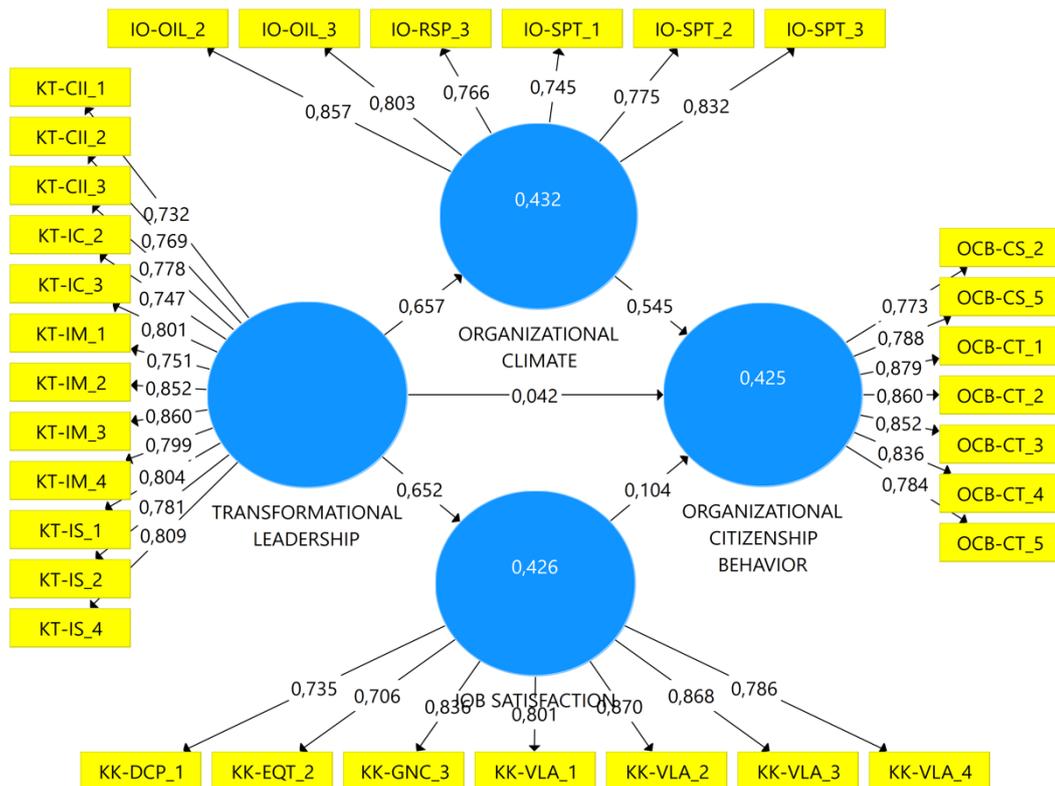


Figure 2. Measurement Model

In evaluating the measurement model, convergent validity of the measurement scale for each construct was first analyzed. To assess the individual reliability of the item, loadings of the indicators, with their respective constructs, were examined. Loadings must be greater than 0.7 (Ghozali & Latan, 2015). Next is evaluating discriminant validity, where the cross loadings value of the latent variable must be higher than other latent variables. Then, to find out the relationship between latent variables and their indicators, use an AVE value must be greater 0.5. Lastly in evaluating the reliability, where composite reliability and Cronbach's Alpha must be more than 0.7.

Table 2. Evaluation of Measurement Models

Variable/Dimension/Indicator	Code	Loading Factor	AVE	Composite Reliability	Cronbach's Alpha
Transformational Leadership			0.626	0.952	0.945
<i>Charisma or Idealized Influence</i>					
Leaders are able to convey the organization's vision and mission clearly	KT-CII_1	0.732			
Leaders are able to make employees proud to be colleagues	KT-CII_2	0.769			
Leaders are able to grow employee trust	KT-CII_3	0.778			
<i>Intellectual Stimulation</i>					
Leaders are able to stimulate employee creativity	KT-IS_1	0.804			
Leaders are able to stimulate employee innovation	KT-IS_2	0.781			
Leaders are able to direct problem solving carefully	KT-IS_4	0.809			
<i>Individualized Consideration</i>					
Leaders respect employees' individual differences	KT-IC_2	0.747			
Leaders provide training and direction to employees	KT-IC_3	0.801			
<i>Inspirational Motivation</i>					
Leaders convey high expectations in a clear and engaging manner	KT-IM_1	0.751			
Leaders are able to raise employee morale	KT-IM_2	0.852			
Leaders are able to inspire employees to be enthusiastic in achieving goals	KT-IM_3	0.860			
Leaders inspire employees to be optimistic in achieving goals	KT-IM_4	0.799			
Organizational Climate			0.636	0.913	0.885
<i>Responsibility</i>					
I am willing to receive input and direction from superiors according to the regulations set by the organization	IO-RSP_3	0.766			
<i>Support</i>					
My colleagues in the organization are the right people	IO-SPT_1	0.745			

and can work together					
We support each other in developing our respective careers	IO-SPT_2	0.775			
If I face difficulties in carrying out my duties, I get help from my superiors and/or colleagues	IO-SPT_3	0.832			
Variable/Dimension/Indicator	Code	Loading Factor	AVE	Composite Reliability	Cronbach's Alpha
<i>Organizational Identity and Loyalty</i>					
I support every organizational activity program	IO-OIL_2	0.857			
I have been loyal to the organization throughout my tenure	IO-OIL_3	0.803			
<u>Job Satisfaction</u>			0.644	0.926	0.907
<i>Discrepancies</i>					
My work is good enough to meet my expectations	KK-DCP_1	0.735			
<i>Value Attainment</i>					
I like my job	KK-VLA_1	0.801			
The organization gives me the opportunity to develop myself	KK-VLA_2	0.870			
The organization provides me with the opportunity to continue learning	KK-VLA_3	0.868			
The organization gives me the opportunity to accept responsibility	KK-VLA_4	0.786			
<i>Equity</i>					
The organization is fair in treating employees	KK-EQT_2	0.706			
<i>Dispositional/Genetic Components</i>					
I am satisfied with the working relationships that exist with my colleagues	KK-GNC_3	0.836			
<u>Organizational Behavior</u>			0.682	0.937	0.922
<i>Conscientiousness</i>					
I am willing to complete the assignment before the specified deadline	OCB-CS_2	0.773			
I am willing not to waste work time	OCB-CS_5	0.788			
<i>Courtesy</i>					
I respect the rights and privacy of my colleagues	OCB-CT_1	0.879			
I am willing not to cause problems with coworkers	OCB-CT_2	0.860			
I try to avoid disputes between colleagues	OCB-CT_3	0.852			

I am willing to consider the impact of every action	OCB-C4_4	0.836
I am willing to discuss the actions to be taken	OCB-C5_5	0.784

Source: Smart PLS data processing result (2023)

In testing discriminant validity, several dimensions of the variables organizational climate, job satisfaction and OCB had to be eliminated because the loading factor values of the indicators did not meet the criteria of more than 0.7. The dimensions that must be eliminated from the organizational climate variable are structure, reward, warmth and risk. The dimension that must be eliminated from the job satisfaction variable is need fulfillment. Then, the dimensions that must be eliminated from the OCB variable are altruism, civic virtue and sportsmanship.

However, even though the loading factor values of these indicators do not meet the criteria of more than 0.7, the cross loading values of these indicators are higher than other latent variables. This shows that these eliminated indicators truly reflect the latent variables.

To examine the discriminant validity at the construct level (latent variable), an assessment was conducted using the Fornell-Larcker approach. Shown in Table 3, the Fornell-Larcker value of each variable evaluated is higher than the other latent variables. Therefore, the instrument or questionnaire demonstrated good discriminant validity.

Table 3. Testing Discriminant Validity based on Fornell-Larcker Approach

	Job Satisfaction	Organizational Citizenship Behavior	Organizational Climate	Transformational Leadership
Job Satisfaction	0.802			
Organizational Citizenship Behavior	0.518	0.826		
Organizational Climate	0.708	0.646	0.797	
Transformational Leadership	0.652	0.468	0.657	0.791

Source: Smart PLS data processing result (2023)

Evaluation of Structural Model (Inner Model)

The R-square value was tested to explain the effect of certain exogenous latent variables on endogenous variables, or indicates how much of the combination of exogenous variables that together influence the endogenous variable. A higher R² value means the model predicts the research object more accurately. When the R² value is 0.75, the built model is substantial, 0.5 indicates a moderate built model, and 0.25 shows a weak model (Ghozali & Latan, 2015). The R² value in this research can be seen in the following table:

Table 4. R-Square Value

Variable	R-Square Value	Indication
Organizational Climate	0.432	moderate
Job Satisfaction	0.426	moderate
Organizational Citizenship Behavior	0.425	moderate

Source: Smart PLS data processing result (2023)

From the table above, it can be seen that the transformational leadership variable influences the organizational climate variable moderately; the transformational leadership variable influences the job satisfaction variable moderately; and the variables transformational

leadership, organizational climate and job satisfaction together influence the OCB variable also moderately.

Further testing can be done by looking at the path coefficient to see the direct and indirect influence of exogenous variables on endogenous variables in hypothesis testing. The influence of exogenous variables on endogenous variables is declared significant if the P value is less than 0.05. The level of significance of the influence of exogenous variables on endogenous variables can also be seen from the T statistic value of more than 1.98. In this research, the direct and indirect influence of exogenous variables on endogenous variables can be seen in the following table:

Table 4. Path Analysis Results

	Original Sample	T Statistic	P Values	Hypothesis
Direct effect				
Transformational Leadership → Organizational Climate	0.657	11.238	0.000	accepted
Transformational Leadership → Job Satisfaction	0.652	10.913	0.000	accepted
Transformational Leadership → Organizational Behavior	0.042	0.326	0.744	not accepted
Organizational Climate → Organizational Behavior	0.545	3.672	0.000	accepted
Job Satisfaction → Organizational Behavior	0.104	0.560	0.575	not accepted
Indirect effect				
Transformational Leadership → Organizational Climate → Organizational Behavior	0.358	3.611	0.000	accepted
Transformational Leadership → Job Satisfaction → Organizational Behavior	0.068	0.528	0.597	not accepted

Source: Smart PLS data processing result (2023)

The test results showed that transformational leadership has a positively significant influence on organizational climate. Thus, H_1 is accepted. Based on the research results, it is shown that the P Value of 0.000 is smaller than 0.05 and the T Statistic value of 11.238 is greater than the T Table value of 1.98, by the path coefficient value (β) of 0.657. A positive organizational climate is in line with the leader's ability to convey the organization's vision and mission clearly and attractively, as well as fostering a loyal attitude towards the organization.

The test results also showed that transformational leadership has a positively significant influence on job satisfaction. Thus, H_2 is accepted. Based on the research results, it is shown that the P Value of 0.000 is smaller than 0.05 and the T Statistic value of 10.913 is greater than the T Table value of 1.98, by the path coefficient value (β) of 0.652.

Job satisfaction increases in line with the leader's ability to foster employee trust and direct employees in solving problems carefully. This includes increasing employee perceptions of the values and compensation they receive from their work.

Meanwhile, the test results showed that transformational leadership has insignificant impact on OCB. Thus, H_3 is not proven. Based on the research results, it is shown that the P

Value of 0.739 is higher than 0.05 and the T Statistic value of 0.326 is smaller than the T Table value of 1.98, by the path coefficient value (β) of 0.042.

Transformational leadership has the characteristic of being able to motivate followers to move beyond personal interests and commit to organizational goals, so that they are competent in influencing employee's OCB. However, there was an exception with research conducted on employees working at the airport in the Sorong area, which found that transformational leadership did not have a significant correlation with OCB.

The test results showed that organizational climate has a positively significant influence on OCB. Thus, H_4 is accepted. Based on the research results, it is shown that the P Value of 0.000 is smaller than 0.05 and the T Statistic value of 3.672 is greater than the T Table value of 1.98, by the path coefficient value (β) of 0.545.

Organizational climate is the quality of the work atmosphere felt by employees in the organization, which influences their attitudes and behavior. Thus, a positive (pleasant) organizational climate can influence employee Organizational Citizenship Behavior.

However, the test results showed that job satisfaction has insignificant impact on OCB. Thus, H_5 is not proven. Based on the research results, it is shown that the P Value of 0.560 is higher than 0.05 and the T Statistic value of 0.562 is smaller than the T Table value of 1.98, by the path coefficient value (β) of 0.104.

Robbins and Judge stated that it seems logical that job satisfaction is the main determinant of OCB. Research evidence shows that job satisfaction is moderately correlated with OCB, where people who are more satisfied with their jobs are more likely to have OCB (Robbins & Judge, 2017).

Then, the test results showed that transformational leadership has a significant indirect impact on OCB through organizational climate. Thus, H_6 is accepted. Based on the research results, it is shown that the P Value of 0.000 is smaller than 0.05 and the T Statistic value of 3.611 is greater than the T Table value of 1.98, with an indirect effect of Path Coefficient (β) = 0.358.

Theoretically and according to previous research, it was found that transformational leadership has a positive influence on organizational climate, and organizational climate has a positive influence on innovative behavior and individual creativity. In line with this, the research results show that organizational climate has a significant mediating role in the influence of transformational leadership on Organizational Citizenship Behavior.

Lastly, the test results showed that job satisfaction does not mediate the relationship between transformational leadership and OCB. Thus, H_7 is not proven. Based on the research results, it is shown that the P Value of 0.596 is higher than 0.05 and the T Statistics value of 0.528 is smaller than the T Table value of 1.98, with an indirect effect of Path Coefficient (β) of 0.068.

Theoretically and according to previous research, it was found that leadership style or transformational leadership has a positive and significant influence on employee job satisfaction, and job satisfaction has a direct positive and significant influence on Organizational Citizenship Behavior. Thus, it is logical that job satisfaction has a mediating role in the influence of transformational leadership on Organizational Citizenship Behavior. However, the results turned out to be different from research conducted on employees working at airports in the Sorong area, which showed that job satisfaction did not have a significant mediating role in the influence of transformational leadership on OCB.

4. Conclusions

In conclusion, this study highlighted how transformational leadership and job satisfaction have insignificant impact on organizational citizenship behavior. Transformational leadership has a significant indirect impact on organizational citizenship behavior through

organizational climate, while job satisfaction does not mediate the relationship between transformational leadership and organizational citizenship behavior.

In fact, airports under the Ministry of Transportation, Directorate General of Civil Aviation have strong organizational characteristics internally, including the organizational structure, regulations and values that form the organizational culture, which are able to foster Good Citizenship Behavior. The organizational climate variable factors are more dominant than transformational leadership and job satisfaction in influencing OCB.

Robbins and Judge state that leadership plays a central part in understanding group behavior because it's the leader who usually directs us toward our goals. Just by applying all aspects of transformational leadership, leaders are able to motivate followers to perform above expectations and transcend their self-interest for the sake of the organization. Idealized Influence, Intellectual Stimulation, Individualized Consideration, and Inspirational Motivation (known as "4I"), all result in extra effort from workers, higher productivity, higher morale and satisfaction, higher organizational effectiveness, lower turnover, lower absenteeism, and greater organizational adaptability. Based on this model, leaders are generally most effective when they regularly use the four I's (Robbins & Judge, 2017).

By having three forms of strength (legitimizing power, reward power, and coercive power), transformational leadership can apply the four I's (Idealized Influence, Intellectual Stimulation, Individualized Consideration, and Inspirational Motivation) to develop employees OCB through organizational climate and job satisfaction.

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