

UDC 332

MEDIATION ROLE OF JOB SATISFACTION ON THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A STUDY ON SALES FORCE OF PT BXX (PERSERO) TBK REGIONAL OFFICE XX BALI NTB NTT

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ABSTRACT

Organizational citizenship behavior (OCB) is an employee's work behavior outside the formal job description that is done voluntarily. OCB displayed by employees can support the performance and achievement of organizational goals. This study aims to determine the role of job satisfaction in mediating the effect of transformational leadership on OCB, a study of salespeople in BXX Regional Office XX (Bali, NTB, NTT). This research is associative and causal by using quantitative analysis method. Samples were taken using saturated sampling method by taking as many as 126 respondents spread over 9 Branch Offices. Data analysis was performed using Structural Equation Modeling (SEM) using the Partial Least Square (PLS) approach. The results showed that transformational leadership a positive and significant effect on OCB, job satisfaction had a positive and significant effect on OCB, transformational leadership had a positive and significant effect on job satisfaction, and job satisfaction was able to fully mediate the influence of transformational leadership on OCB. These results illustrate that the OCB displayed by employees will be better if job satisfaction increases. Good transformational leadership can also increase employee job satisfaction, so that the OCB displayed will be even better.

KEY WORDS

OCB, transformational leadership, job satisfaction.

PT. Bank XX (Persero) Tbk or BXX is one of the State-Owned Enterprises engaged in the banking sector which is registered and supervised by the Financial Services Authority. This state-owned company has 18 Regional Offices, 7 Overseas Branch Offices and 1 Head Office to support business operations. Bali, West Nusa Tenggara and East Nusa Tenggara are included in the work area of BXX Regional Office XX with 9 Branch Offices and 97 Sub-Branch Office outlets. Every organization certainly expects optimal employee contributions in supporting management's efforts to achieve business targets. Employee contributions that exceed measurement standards are an advantage for employers because they indirectly accelerate the achievement of the organization's business targets. The contribution that exceeds the standard of performance measurement is in line with the notion of organizational citizenship behavior (OCB), which is an attitude of employee behavior that is carried out voluntarily, sincerely, happily without having to be ordered and controlled by the company in providing good service (Organ, et al. 2006).

Preliminary study through interviews with 9 outlet leaders who are representatives of each branch office in the XX region (Bali, NTB, NTT) in order to find out how much the sales force contributes to the overall performance of the outlet. The results of the interview pointed to the lack of discipline of the salesperson in achieving all performance indicators that have been set by management, where the discipline attitude is in line with the OCB dimension, namely conscientiousness (Ahmed, et al. 2012). The focus of the salesperson tends to be dominant on performance indicators other than the main Key Performance Indicators (KPI) in this case Savings, Current Accounts and Time Deposits. This is often a problem that hinders the organization's business performance. This problem arises when salespeople only focus on certain KPI weights that individually can help personal performance, but do not significantly affect branch performance. The productivity gap creates a dichotomy, where most of the salesperson reached the target, but on the other hand the branch business

performance missed. The altruism dimension of the salesperson at BXX Regional Office XX is also not optimal. Indications that strengthen this conclusion can be seen in the lack of a salesperson role in assisting branch offices in managing customers who are not included in the portfolio managed by individuals. The preliminary study on the leadership element also touched on the lack of support from the salesperson for their contribution to the progress of the organization, such as the low initiative of proposing creative ideas in the context of product marketing, which is one of the indicators in the Civic Virtue dimension.

The OCB problem experienced is thought to have occurred as a reciprocal of what was obtained and felt by the salespeople. This reciprocal relationship can be related to interactions in industrial relations organizations supported by social exchange theory, where the theory focuses on the individual behavior of actors in interactions with each other. Social exchange theory aims to explain the fundamental processes of social behavior such as; power, suitability, status, leadership, and justice from the ground up (Blau, 1964). This theory believes that nothing emerges in social groups that cannot be explained by propositions about individuals as individuals, along with the given conditions under which they interact. Social exchange theory as perceived organizational framework has a significant relationship with psychological empowerment (through meaning, competence, self-determination and impact), which also has a significant relationship with work engagement and service-oriented OCB behavior (Meira, et al. 2021). Individuals develop a sense of obligation to superiors and the organization in return for the benefits received. These rewards are then reflected in a broader definition of roles, in line with the theory of exchange and social roles (Kayaalp, et al. 2021).

The effectiveness of the role of a leader is needed so that the organizational citizenship behavior of employees is shown well (Juniartha, et al. 2016). OCB behavior of employees can be considered as a reciprocal exchange for pursuing benefits when employees feel that the leader cares about them, co-workers can be trusted and the learning experiences and knowledge gained from the organization are useful (Kim & Park, 2019). According to Purwanto, et al (2021) OCB is behavior in organizations that do not directly receive rewards from the formal reward system. Employees must have an OCB role by showing voluntary behavior to be willing to carry out other tasks or jobs that are outside their own responsibilities and obligations to achieve organizational goals.

Research from Saxena, et al (2019) concluded that the role of job satisfaction has a direct and significant effect on the OCB level of employees. Robbins & Judge (2013) stated that job satisfaction is a positive feeling about the job, resulting from the evaluation of its characteristics. A person with a high level of job satisfaction has positive feelings about his job, while someone with a low level of job satisfaction has negative feelings. Satisfied employees are more likely to speak positively about the organization, help others, and exceed normal expectations in their work, perhaps because they want to reciprocate their positive experiences.

Job satisfaction is a comparison between the results obtained compared to the expected results. The greater the results obtained compared to the expected results, the more satisfied the employee is, and vice versa (Busro, 2018). Sydney-Agbor, et al (2014) revealed that there are various factors that can affect a person's level of job satisfaction; Some of these factors include levels of pay and benefits, perceived fairness of the promotion system within the company, quality of working conditions, leadership and social relations and the work itself. Job satisfaction is the result of employees' perceptions of how well their jobs provide things that are considered important (Luthans, 2011). According to Mullins (2006), job satisfaction is a complex and diverse concept, which can mean different things to different people. Job satisfaction is usually associated with motivation, but the nature of this relationship is unclear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state, associated with feelings of personal achievement, either quantitative or qualitative. A satisfied employee tends to engage in organizational behavior that leaves their job and their role description, and helps reduce the workload and stress levels of other members in the organization (Kartono et al., 2015). The problems that occur between the salesperson performance measurement scheme and the business

achievements of the Branch Office seem to be a gap that needs to be found. Solving these problems requires the role of a leader who can balance the interests of the organization and the desires of the salesperson.

Sagala (2018) states that leadership can be interpreted as a collection of a series of abilities and personality traits that exist within the leader himself. These abilities include authority, skills, knowledge, vision and competencies that are used as a means of leadership in order to convince the people they lead to be able to carry out their duties willingly, enthusiastically and not overwhelmed by compulsion. Leadership is the ability to encourage groups to achieve organizational goals, and it can be said that the success or failure of an organization is determined by the leadership in it (Bastari et al., 2020).

One type of leadership is transformational leadership. Transformational leadership in organizations aims to improve the performance of human resources, to increase output, and simultaneously provide pride in the potential work skills of subordinates (Anggi et al., 2021). Transformational leadership refers to an approach in which leaders motivate followers to identify with the goals and interests of the organization and to perform beyond expectations. Transformational leadership plays an important role in causing the necessary changes for effective management (Buil et al., 2019). In transformational leadership, relationships are not based on material elements but on a purely personal value system such as providing justice and order. The main goal of transformational leadership is to achieve organizational transformation by adapting to a rapidly changing environment (Demirtas & Karaca, 2020).

Chaubey et al., (2019) mention transformational leadership as a process of exchanging leaders and employees who help each other to advance in achieving organizational goals that inspire and motivate employees to improve their performance to realize organizational goals. Mustika et al., (2020) stated that transformational leadership is one of the important factors in improving employee performance because the role of leaders in an organization is one of the important things to encourage employees to be able to work effectively.

This study will try to answer whether job satisfaction can mediate the effect of transformational leadership on organizational citizenship behavior of salespeople at PT. BXX (Persero) Tbk Regional Office XX (Bali, NTB, NTT). The basis for selecting the mediating variable of job satisfaction is also due to the research gap from Juniarta, et al (2016:14) and Arifiani, et al (2020) which concludes that the role of transformational leadership has no effect on the level of employee OCB.

Based on this background, the formulation of the hypothesis in this study is:

- H1: Transformational leadership has a positive and significant effect on organizational citizenship behavior;
- H2: Job satisfaction has a positive and significant effect on organizational citizenship behavior;
- H3: Transformational leadership has a positive and significant effect on job satisfaction;
- H4: Job satisfaction mediates the effect of transformational leadership on organizational citizenship behavior.

METHODS OF RESEARCH

This research is associative and causal by using quantitative analysis method as the research design. Causal research is useful for measuring the influence between two or more variables, as well as showing the direction of the relationship between the independent variable and the dependent variable. This research was conducted in the working area of PT. Bank XX (Persero) Tbk Regional Office XX (Bali, NTB, NTT). This location was chosen because there were found problems related to the inconsistency of achievement between salespeople and branch business performance which was thought to be caused by the level of organizational citizenship behavior of the salespeople. The location selection is also based on the absence of previous research that discusses the variables of transformational leadership, organizational citizenship behavior and job satisfaction as mediating variables at that location. The data collection method in this study used a questionnaire with a Likert

scale and structured interviews. The data analysis method used is descriptive and inferential data analysis. The population of this research is all salesperson who served in 9 branch offices of BXX in the provinces of Bali, NTB and NTT as many as 126 people. This study uses a saturated sampling method with consideration of the effectiveness of the coordination of the BXX work area of the XX Regional Office from Bali to NTT.

This study will take samples from the salesperson population in the provinces of Bali, NTB and NTT. The sample of this research is all sales personnel who work in all BXX branch offices in XX Regional Offices.

Table 1 – Data on the Number of Research Populations

No.	Work unit	Population (Salesperson)
1	Bima Branch Office	8
2	Mataram Branch Office	13
3	Maumere Branch Office	5
4	Sumbawa Besar Branch Office	7
5	Denpasar Branch Office	30
6	Kupang Branch Office	15
7	Ende Branch Office	7
8	Renon Cabang Branch Office	32
9	Singaraja Branch Office	9
Total		126

Source: BXX internal data, 2022.

RESULTS AND DISCUSSION

In terms of age characteristics, the workforce dominates at the age of 25-35 years which reaches more than 50 percent of the total respondents, namely 52.63 percent. Meanwhile, only 6.14 percent of the workforce is over 45 years old. Most of the workforce has the latest education Strata 1 (S1- Bachelor degree) or reached 86.84 percent. Meanwhile, only 6.14 percent have the latest education level Strata 2 (S2- Master degree). Based on the characteristics of the work period, the workforce tends to have an even work period. The highest work period of service or greater than 10 years is only owned by 17 workers or 14.91 percent of the total respondents, while the low work period of service or less than 3 years is owned by 39 workers with a percentage of 34.21 percent.

The outer model test is seen from several indicators as follows, namely convergent validity, discriminant validity and composite reliability. The measurement model or outer model is carried out with the aim of ensuring that the measurements made are valid and reliable. The evaluations used in this measurement model are convergent validity, discriminant validity and composite reliability tests.

Convergent validity on the measurement scale is measured through the outer model. A good measurement scale has a minimum outer loading value of 0.70, but an outer loading value of 0.50 is still considered safe (Ghozali, 2021:28). The minimum outer loading value used in this study is 0.50 and the t-statistic value is greater than 1.96. Items that have an outer loading value less than 0.50 (<0.50) will be removed from the model. The value of outer loading on the convergent validity test of the research scale is presented in Table 2.

Based on the table above, it can be seen that the outer loading value of all items has a value of more than 0.50. This shows that all items have met the convergent validity criteria and are valid to be used in measuring variables in the study.

Discriminant validity relates to the principle that measurements of different constructs should not be highly correlated. Discriminant validity is measured based on the value of the cross loading measurement with the construct. The scale is said to have discriminant validity if it has a cross loading correlation value with the latent variable that is greater than the correlation with other latent variables. This test is carried out by comparing the value of the square root of average variance extracted (AVE) of each latent variable with the correlation between other latent variables in the model. If the square root of average variance extracted ($\sqrt{\text{AVE}}$) of the latent variable is greater than the correlation with all other latent variables, it is

said to have good discriminant validity. Measurement of discriminant validity using the value of square root average variance extracted (\sqrt{AVE}) can be seen in Table 3.

Table 2 – Convergent Validity Test Results Using Outer Model

Variable	Item	Outer Model Value	Limit Value	Information
Transformational leadership (X)	X1.1	0.89	0,50	Valid
	X1.2	0.93	0,50	Valid
	X1.3	0.84	0,50	Valid
	X2.1	0.93	0,50	Valid
	X2.2	0.97	0,50	Valid
	X2.3	0.95	0,50	Valid
	X3.1	0.92	0,50	Valid
	X3.2	0.94	0,50	Valid
	X3.3	0.90	0,50	Valid
	X4.1	1.00	0,50	Valid
Organizational Citizenship Behavior (Y)	Y1.1	0.84	0,50	Valid
	Y1.2	0.86	0,50	Valid
	Y1.3	0.74	0,50	Valid
	Y2.1	0.76	0,50	Valid
	Y2.2	0.91	0,50	Valid
	Y2.3	0.91	0,50	Valid
	Y3.1	0.81	0,50	Valid
	Y3.2	0.75	0,50	Valid
	Y3.3	0.81	0,50	Valid
	Y4.1	0.93	0,50	Valid
	Y4.2	0.93	0,50	Valid
	Y5.1	0.76	0,50	Valid
	Y5.2	0.88	0,50	Valid
Y5.3	0.80	0,50	Valid	
Job satisfaction (M)	M1.1	0.89	0,50	Valid
	M1.2	0.88	0,50	Valid
	M2.1	0.95	0,50	Valid
	M2.2	0.91	0,50	Valid
	M2.3	0.82	0,50	Valid
	M3.1	0.93	0,50	Valid
	M3.2	0.94	0,50	Valid
	M3.3	0.93	0,50	Valid
	M4.1	0.93	0,50	Valid
	M4.2	0.94	0,50	Valid
	M4.3	0.92	0,50	Valid

Source: Processed Data (2022).

Table 3 – Discriminant Validity Test Results with Value of \sqrt{AVE}

	Transformational leadership	Job satisfaction	Organizational Citizenship Behavior
Transformational leadership	0,856		
Job satisfaction	0,694	0,770	
Organizational Citizen Behavior	0,584	0,635	0,672

Source: Processed Data (2022).

Based on the table above, it is known that the value of the square root average variance extracted (\sqrt{AVE}) for each latent variable is higher than the value between other variables. This shows that all variables in this study have met the requirements of discriminant validity.

Composite reliability was carried out to measure the reliability of the research variable scale. A variable is declared reliable if it has a composite reliability value greater than 0.70 (>0.70). The results of the composite reliability test can be seen in the following table.

Based on table 4, it can be seen that the composite reliability value for each variable has a value greater than 0.70 (>0.70). This shows that the variable scale used in the study meets the reliability criteria.

The measurement of the inner model is carried out to test the structural model of the study which shows the relationship between latent variables. The inner model test is used by looking at the R-Square (R^2) value for endogenous constructs and the Q-Square (Q^2) value for predictive relevance.

Table 4 – Composite Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha	Limit Value	Information
Transformational leadership	0,965	0,959	0,70	Valid
Job satisfaction	0,941	0,931	0,70	Valid
Organizational Citizen Behavior	0,919	0,904	0,70	Valid

Source: Processed Data (2022).

The calculation of the R-Square (R^2) value aims to see the magnitude of the correlation value of the endogenous variables resulting from the PLS estimation in each path. The R-Square (R^2) value of each research endogenous variable is presented in Table 5 below.

Table 5 – R-Square Value (R^2)

Variable	R-Square (R^2)
Job Satisfaction	0,482
Organizational Citizen Behavior	0,443

Source: Processed Data (2022).

Based on the table above, the model of the influence of transformational leadership on job satisfaction has an R-Square (R^2) value of 0.482. This shows that the job satisfaction variable can be explained by 48,2 percent by transformational leadership variables, while 51.8 percent is explained by variables outside the model. While the model of the influence of transformational leadership and job satisfaction on OCB has an R-Square (R^2) value of 0.443. This shows that the OCB variable can be explained by the variable job satisfaction and transformational leadership by 44.3 percent and 55.7 percent is influenced by variables outside the model.

The value of Q-Square (Q^2) is calculated to determine the value of observations generated by the model and parameter estimates. The value of Q-Square (Q^2) is calculated as follows.

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2) (1 - R_2^2) \\
 &= 1 - (1 - 0,482) (1 - 0,443) \\
 &= 1 - (0,518) (0,557) \\
 &= 1 - 0,289 \\
 &= 0,711
 \end{aligned}$$

The value of Q-Square (Q^2) obtained is 0.711. The value is greater than 0 (>0). This shows that 71.1% of the variation in OCB is influenced by job satisfaction variables, and transformational leadership variables, while 28.9% is explained by other variables outside the research variables.

Hypothesis testing is done by testing two values, namely the p-value is smaller than the alpha value of 5% (<0.05) and the t-statistic value must have a value greater than 1.96 (<1.96).

Table 6 – Test of Direct Effect of Variables

Direct Influence	Path Coefficient	SD	T-Statistic	P-value	Information
Transformational leadership → Job satisfaction	0,694	0,053	13.049	0,000	Significant
Job satisfaction → OCB	0,444	0,102	4.359	0,000	Significant
Transformational leadership → OCB	0,276	0,127	2.174	0,030	Not significant

Source: Processed Data (2022).

Testing the mediating role of job satisfaction on the indirect effect of transformational leadership on OCB was also tested. Testing the indirect effect of variables is as follows.

Table 7 – Test of Indirect Effect of Variables

Indirect Effect	Path Coefficient	SD	T-Statistic	P-value	Information
Transformational leadership → Job satisfaction → OCB	0,308	0,073	4.247	0,000	Significant

Source: Processed Data (2022).

The results of the analysis of the effect of transformational leadership on OCB through job satisfaction show a coefficient value of 0.308 with a p-value of 0.000 or less than an alpha value of 0.05. This shows that the job satisfaction variable is able to mediate the influence of transformational leadership on OCB in a positive and significant way.

The Effect of Transformational Leadership on Organizational Citizenship Behavior

The results of the analysis show that transformational leadership has no effect on OCB. This shows that transformational leadership at BXX is considered to have a direct influence that can increase the extra role of the salesperson. This result is in line with previous research that is considered effective in increasing employee OCB as in the research conducted by Kim, et al (2019) in 30 star hotels in Thailand, which concludes that the transformational leadership of the main hotel managers has an impact on the extra roles of employees. Saragih, et al (2021) in a study in a private company in Jakarta concluded that the most influencing factor for employees' OCB levels was transformational leadership. Nurjanah, et al (2020) revealed the same thing in the results of research at the Inspectorate General of the Ministry of Education and Culture of the Republic of Indonesia, where there is a positive and significant influence of transformational leadership on the OCB behavior of the Inspector General of the Ministry of Education's employees. Purwanto, et al (2021) found a positive and significant influence of transformational leadership on organizational citizenship behavior in companies engaged in supply chain management in Batam.

The Effect of Job Satisfaction on Organizational Citizenship Behavior

The results of the analysis show that job satisfaction has a positive and significant effect on the OCB variable. This shows that the higher the level of job satisfaction, the better the OCB level of the salespeople at BXX will be. The high level of job satisfaction can be seen from the survey results, where one of the dimensions that gets a high rating is the work itself. The dimension indicator the job has the potential to lead me to success, respectively, obtaining the highest average scores 4.56%. The wage/salary dimension has the lowest average score of 4.36, where 2 of the 3 indicators get the lowest average score. However, the dimensions of wages/salaries are still very good. In general, the job satisfaction of salespeople at BXX is considered effective in increasing OCB. This is in line with previous research from Saxena, et al (2019) on a manufacturing and public service company in the city of Gwalior, India, which concluded that there is a positive linear relationship between job satisfaction and extra-employee behavior. Research also supports that there is no difference between men and women in job satisfaction and OCB behavior. Riana (2021) in her research on 4-star hotels in the Kuta and Legian areas revealed that job satisfaction positively and significantly affects the level of employee OCB, then it is concluded that the more satisfied employees are with their work, the higher the level of extra employee roles will be. Similar results were also expressed in a previous study by Murphy, et al (2002), Barnes, et al (2013), Narzary & Palo (2020), Haji, et al (2021), Hemakumara (2020), who concluded that the higher the level of job satisfaction felt by employees in a company, the impact on the increase in the extra role or OCB of employees. Supriadi, et al (2016) concluded that employees who feel good company policies and a conducive work environment will feel satisfaction both financially and non-financially. Pioh & Tawas (2016) stated that job satisfaction occurs when the emotional state of employees where there is or is not a meeting point between the value of employee remuneration from the company and the level of

remuneration value that is desired by the employee concerned, both financial and non-financial.

The Effect of Transformational Leadership on Job Satisfaction

The results of the analysis show that transformational leadership has a positive and significant effect on the level of job satisfaction. It can be assumed that when the transformational leadership pattern can be applied and the benefits begin to be felt, it will have a positive and significant effect on the level of job satisfaction at BXX. Leaders at BXX are considered very good in providing ideal influence for employees, with the leader indicator being a Role Model getting the highest average score of 4.62%. The sales force also assessed that the leaders at BXX provided intellectual stimulation, with a prominent indicator being the leader encouraging me to always be innovative in completing work, getting the highest average score of 4.46%. In general, salespeople give a good assessment of the leadership style at BXX. This is in line with research conducted by several previous studies such as; Utomo & Nainggolan (2020) on the State Civil Apparatus (ASN) classified as Millennials at the Ministry of Trade of the Republic of Indonesia, where the results of the study show that there is a positive and significant relationship between leadership style and job satisfaction. Research from Boamah, et al (2017) on the Canadian nurse association also concluded that transformational leadership is very important to improve patient safety and increase nurse satisfaction at work. Bedoya (2020) in his research in Colombia on 103 MSME employees revealed that transformational leadership style plays a key role in employee perceptions of job satisfaction. Kammerhoff, et al (2018), Murphy, et al (2019), Mihalcea (2013), Winasis, et al (2020), and Escortell, (2020) also concluded similar research results, where the better the application of the transformational leadership style, the better the job satisfaction felt by workers.

The Role of Job Satisfaction Mediating the Effect of Transformational Leadership on Organizational Citizenship Behavior

The results showed that job satisfaction felt by salespeople at BXX was able to mediate the effect of transformational leadership on organizational citizenship behavior. This means that the greater the benefits of transformational leadership, the higher the level of perceived job satisfaction, which will then affect the higher frequency of OCB shown by employees. Based on the research results, the transformational leadership style at BXX is considered good, which affects the high level of employee job satisfaction. This high job satisfaction will then affect the high OCB behavior displayed by salespeople at BXX.

The results of this study are supported by several previous studies which concluded that job satisfaction has a positive effect on OCB and is able to mediate the effect of transformational leadership on OCB. Kartono, et al (2015) concludes a study conducted at a Rural Bank in the city of Cirebon, West Java, which states that employee job satisfaction has a mediating role between transformational leadership behavior and civic organizational behavior (OCB). Aldrin & Yunanto (2019) in their research at a company in Indonesia concluded that job satisfaction was able to mediate the effect of transformational leadership on employee OCB.

The results of this study can provide theoretical implications, especially regarding organizational citizenship behavior. The analysis conducted in this study has shown that transformational leadership has a positive and significant effect on OCB, job satisfaction has a positive and significant effect on OCB, transformational leadership has a positive and significant effect on job satisfaction, and job satisfaction is able to mediate the effect of transformational leadership on OCB.

This research also contributes to the theory of social exchange, namely the reciprocal relationship between individuals and individuals and organizations with individuals that will increase the level of job satisfaction which will effectively affect the OCB level of employees, especially salespeople at BXX. Based on these findings, the results of this study are able to enrich the development of human resource management science, especially related to OCB

and support the results of other related empirical studies regarding the role of transformational leadership and job satisfaction on OCB.

The results of the research can be used practically by the management as input and consideration regarding policy making in an effort to increase the OCB level of all sales personnel in BXX, especially in BXX Regional Office XX (Bali, NTB, NTT). The results of the study concluded that the salesperson's perception of transformational leadership from the leaders in their respective units was very good, the salesperson's organizational citizenship behavior was very good, and job satisfaction felt by salespeople was able to mediate the effect of transformational leadership on the level of organizational citizenship behavior displayed.

Training related to transformational leadership and accompanied by the duration of the assignment of leaders is deemed necessary to be re-evaluated in order to have a significant and effective impact on employee OCB. Management is expected to maintain the level of employee job satisfaction in order to maintain the OCB level of the salesperson, which according to the analysis results can increase if the level of perceived job satisfaction, both financial and non-financial, increases.

The process of writing this research has several limitations that can be used as a reference to improve further research. These limitations include: 1) The scope of the research was only carried out on employees who served as sales personnel at BXX Regional Office XX, with a limited scope of work in three provinces namely Bali, West Nusa Tenggara and East Nusa Tenggara, so the research results may have differences if the research is conducted in another regional office or in a different organizational unit; 2) This study examines the mediating role of job satisfaction on the effect of transformational leadership on OCB. There are many other variables that can be tested further related to OCB in BXX employees as well as other studies that can be explored further.

CONCLUSION

Based on the results of the analysis, the conclusions of this study are as follows: Transformational leadership has a positive and significant effect on the level of Organizational Citizenship Behavior of salespeople in BXX Regional Office XX; Job satisfaction has a positive and significant effect on the Organizational Citizenship Behavior of salespeople at BXX Regional Office XX; Transformational leadership has a positive and significant effect on job satisfaction of salespeople at BXX Regional Office XX; Job satisfaction fully mediates the influence of transformational leadership on the Organizational Citizenship Behavior of salespeople at BXX Regional Office XX (indirect only).

Based on the research that has been done, suggestions that can be given to related parties are as follows: For BXX Management XX Regional Offices (Bali, NTB, NTT) can develop a balanced sales management policy between reward and punishment, so as to increase the level of contribution as well as job satisfaction of the salespeople at BNI The results of the study concluded that the salesperson's perception of transformational leadership from the leaders in their respective units was very good, the salesperson's organizational citizenship behavior was very good, and job satisfaction felt by salespeople was able to mediate the effect of transformational leadership on the level of organizational citizenship behavior displayed.

BXX management is also expected to provide longer opportunities for leaders to be able to apply transformational leadership patterns so that they can have an even more effective impact on the organization. BXX's mission in making this company a place of pride in contributing and achieving fundamentally can affect employee satisfaction levels. Various policies such as the application of low-interest credit for employees, BXX Learning Wallet, and Employee Stock Allocation can be consistently applied so that the level of employee job satisfaction can be maintained, so that employee contributions are more real for the organization.

BXX can apply the theory of social exchange in industrial relations between organizations and members, so that contributions from employees can exceed expectations

if the rights and welfare of employees can be considered. The role of extra employees will be beneficial for the organization in achieving its targets in the midst of today's challenging economic conditions, plus macroeconomic conditions that are still affected by the effects of the Covid 19 pandemic, geo-politics, and financial conditions in developed countries. Employees who already have OCB character are expected to be maintained by applying a good level of job satisfaction, as well as being given space to be able to influence other employees to make the same contribution.

For further research, researchers are expected to be able to develop research by using or adding other variables other than the variables that have been used in this study to be able to find out other antecedents of employee OCB. Further research can also conduct research with more subjects with a wider range of research to be able to find out in more detail the description of OCB owned by employees, especially BXX employees in Region XX (Bali, NTB, NTT).

Research is also expected to be able to further develop theory by incorporating the theory of reciprocity or social exchange theory for employees who come from the millennial generations, which of course have different characters from the previous generation.

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