

# THE ROLE OF ORGANIZATIONAL CULTURE AND JOB SATISFACTION IN MEDIATING THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

JAM

18, 3

Received, December '19

Revised, March '20

June '20

August '20

Accepted, August '20

**Ratya Shafira Arifiani**

Faculty of Economics and Business, University of Muhammadiyah Malang

**Achmad Sudiro**

**Nur Khusniyah Indrawati**

Faculty of Economics and Business, University of Brawijaya Malang

**Abstract:** This research aimed to analyze the direct and indirect effects of transformational leadership and organizational citizenship behavior. The additions of mediating variables were organizational culture and job satisfaction. The population in this research was all nurses at the University of Muhammadiyah Malang Hospital. The sampling technique used proportional random sampling with a total sample of 109 respondents. The data analysis used path analysis. The results showed that transformational leadership had no effects on Organizational Citizenship Behavior, organizational culture on Organizational citizenship behavior is significant, transformational leadership had an influence on organizational culture, organizational culture mediated the influence of transformational leadership on Organizational Citizenship Behavior, transformational leadership affected job satisfaction, job satisfaction had no effects on Organizational Citizenship Behavior, and job satisfaction did not mediate the influence of transformational leadership on Organizational Citizenship Behavior. Therefore, future researchers can conduct research related to transformational leadership on Organizational Citizenship Behavior and can develop a research model by adding other variables such as Islamic work ethics and work discipline.

**Keywords:** Organizational Citizenship Behavior, Transformational Leadership, Organizational Culture, Job Satisfaction.



Journal of Applied  
Management (JAM)  
Volume 18 Number 3,  
September 2020  
Indexed in Google Scholar

**Cite this article as:** Arifiani, Ratya Shafira, Achmad Sudiro, and Nur Khusniyah Indrawati. 2020. The Role of Organizational Culture and Job Satisfaction in Mediating the Effect of Transformational Leadership on Organizational Citizenship Behavior. *Jurnal Aplikasi Manajemen*, Volume 18, Number 3, Pages 555–562. Malang: Universitas Brawijaya. <http://dx.doi.org/10.21776/ub.jam.2020.018.03.16>

*Corresponding Author:*  
Ratya Shafira Arifiani, Faculty  
of Economics and Business,  
University of Muhammadiyah  
Malang, DOI: <http://dx.doi.org/10.21776/ub.jam.2020.018.03.16>

Regulation No.44/2009 concerning that central and local government must responsible for providing hospitals following community needs. Nurses are one of the medical personnel who has an

important role in serving the community in the health sector, especially in patients. Even though a nurse already has a job disk or demands work to do, the nurse also has another job disk. Typically related to Organizational Citizenship Behavior (OCB). OCB is shown by the nurse itself or other outside components that impact, such as the nearness of leader

that encourage individuals to rise OCB states of mind or have to behave fulfillment with representatives so that they can rise it. Other than that, a great organizational culture gives rise to OCB (Organ et al., 2006).

Robbins & Judge (2015), affirmed that transformational leadership can create new behaviors, especially involuntary behavior namely OCB. Leadership behavior incorporates a steady impact with OCB since the center of transformational leadership is a capacity to welcome subordinates to attain higher execution and surpass desires (Organ et al., 2006).

Jha (2014); Khalili (2017); Suliman and Obaidli (2013), researched transformational leadership towards OCB and has a significant effect. However, there are several studies such as Hutahayan et al. (2013); Maharani et al. (2013); Kim (2013) found the opposite result. The difference in the results of this study is a gap used by researchers to examine the effect of leadership style on OCB by including organizational culture and job satisfaction as mediation. Organizational culture is the initial condition for the emergence of OCB. The stronger and conducive culture of an organization, the better behavior will emerge, one of which is OCB. Besides, job satisfaction also has a role in improving performance and doing a good behavior. The more satisfied employees are at work, the more extra will be done in doing the work. This study aimed to analyze the effects of transformational leadership, OCB, organizational culture, and job satisfaction direct and indirect influence at the Hospital University of Muhammadiyah Malang (Hospital of UMM).

## LITERATURE REVIEW

Leadership is a capacity to impact a bunch towards accomplishing a characterized vision or objective (Dessler, 2015). Organizational success is inseparable from a leader. Transformational leadership is change workers to seek after organizational objectives instead of individual objectives (Kreitner & Kinicki, 2014). Transformational leaders inspire followers to go past their interests for the advantage of the organization (Robbins & Judge, 2015).

OCB is a behavior that functions in supporting task performance for providing benefits to the organization. This behavior is perceived in the form of conscious and voluntary willingness to work and contribute to the organization (Organ et al., 2006). OCB could be an optional person behavior, by implication recognized by a remunerating and aggregate system to improve the effectiveness and efficiency of an organization. Organizational culture is characterized as a framework of implications, values, and convictions that are grasped in an organization which may be a reference for acting and recognizing one organization from others (Mas'ud, 2004).

Luthans (2006) gives a comprehensive definition of work fulfillment which incorporates responses or cognitive, emotional, and evaluative demeanors and states that work fulfillment could be a positive feeling that comes from assessing works or experience. Rivai & Mulyadi (2009) said the evaluation of specialists is almost how distant their job satisfies their needs. Job satisfaction could be a common state of mind which is a result of a few uncommon demeanors towards work variables, alteration, and person social connections exterior work.

## HYPOTHESES

### The Effect of Transformational Leadership on OCB

Jha (2014), found that transformational leadership had a significant effect on OCB. The other researcher, Khalili (2017) also found that transformational leadership on OCB is significant. OCB has more impact and has a significant effect if leaders able to inspire and give motivation to employees. H<sub>1</sub>. Transformational leadership has a significant effect on OCB

### The Effect of Transformational Leadership on Organizational Culture

Organizational culture develops from its leadership, organizational culture also the impact of the leader. The relationship of transformational leadership with organizational culture refers to research by Hutahayan et al. (2013); Aydogdu and Asikgil

(2014), that transformational leadership on organizational culture is significant.

H<sub>2</sub>. Transformational leadership has a significant effect on organizational culture

### **The Influence of Organizational Culture on OCB**

Organizational culture is an initial condition for the emergence of OCB behavior. Jo & Joo (2011); Oemar (2013), found that organizational culture on OCB is significant.

H<sub>3</sub>. Organizational culture has a significant effect on OCB

### **The Influence of Transformational Leadership on Job Satisfaction**

Fernando et al. (2007) and Atmojo (2012), in their results, show that there was a significant effect of the transformational leadership on job satisfaction.

H<sub>4</sub>. Transformational leadership has a significant effect on job satisfaction.

### **The Influence of Job Satisfaction on OCB**

Robbins & Judge (2015), stated that job satisfaction should be a major determinant of OCB behavior. Satisfied workers should be seen to speak good sight about the organization, help others, and exceed normal expectations in their job. There are several studies such as Sahertian (2010); Saepung and Sieghthai (2011), explained that job satisfaction on OCB is significant.

H<sub>5</sub>. Job satisfaction has a significant effect on OCB

### **The Effect of Transformational Leadership on OCB Through Organizational Culture**

Two factors influence OCB; internal and external. External factors that create OCB are organizational culture and leader factors. Organizational culture is one of the initial conditions for the emergence of OCB behavior. Organ et al. (2006) said that one of the external factors of OCB is organizational culture. The stronger culture of an organization, it will create positive values and encourage good deeds, such as OCB behavior. Appelbaum et

al. (2004); Khan et al. (2012), found transformational leadership towards OCB and organizational culture towards OCB that had significant results.

H<sub>6</sub>. Organizational culture mediates the effect of transformational leadership on OCB

### **The Effect of Transformational Leadership on OCB Through Job Satisfaction**

Organ et al. (2006), stated that the influence between transformational leadership and OCB contains measurements of leader's trust, job satisfaction, and role ambiguity as measured by the clarity of tasks or role clarity that serves as a potential variable for transformational leadership behavior towards OCB. Besides, several studies are showing a significant influence between transformational leadership towards job satisfaction and job satisfaction towards OCB.

H<sub>7</sub>. Job satisfaction mediates the effect of transformational leadership on OCB.

## **METHOD**

### **Population and Sample**

The population of this research is 150 nurses in the Hospital of UMM. Assurance of the number of tests utilizing Slovin with alpha 5%, the sampling use a proportional random sampling method and acquired 109 nurses. Samples were taken from several parts such as inpatient, outpatient, emergency room, ICU. Data collection is filled by nurses as respondents.

### **Operational Definition of The Variables**

Followers can inspire, leaders to subordinate innovative work and be able to overcome problems and give attention to subordinates. The indicators for this study are inspirational motivation, idealized influences, individualized consideration, and intellectual stimulation.

OCB is a voluntary behavior that is free without coercion in carrying out actual work outside of duties and responsibilities. Altruism, Civic Virtue, Conscientiousness, Sportsmanship, and Courtesy are the indicators used in this study.

Organizational culture is the values adopted by an organization and differentiates organizations from one another. Organizational culture variables use indicators: innovation and courage to take risks, aggressiveness, stability, attention to detail, results-oriented, individual-oriented, and team-oriented.

Job satisfaction is the attitude and emotional feelings of a person. Job satisfaction variables use

indicators: work itself, salary, an opportunity for promotion, supervision, and coworkers.

**RESULTS**

The results of data analysis to examine transformational leadership on OCB directly or through the mediation of organizational culture and job satisfaction are shown in Figure 1.

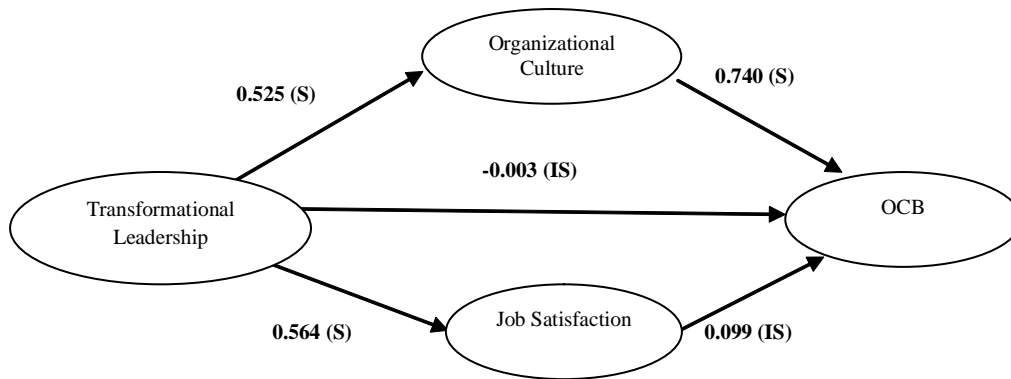


Figure 1 Diagram Research Line

The results of the Mediation Effect Analysis are as follows:

Table 1 The Result of Direct Influence Test

Hypothesis	Variable Relationship	Estimate			Decision
		Path Coefficient	t- statistic	p- value	
H1	TL (X) → OCB (Y)	-0.003	0.037	0.970	Rejected
H2	TL (X) → OC (Z1)	0.525	7.006	0.000	Accepted
H3	OC (Z1) → OCB (Y)	0.740	10.576	0.000	Accepted
H4	TL (X) → JS (Z2)	0.564	7.881	0.000	Accepted
H5	JS (Z2) → OCB (Y)	0.099	0.872	0.383	Rejected

Source: Processed primary data, 2019

The analysis result displayed in Figure 1 and Table 1, transformational leadership (X) on OCB (Y) is negative at the coefficient esteem of -0.003 and significance level 0.970. Since the t-statistic <1.96 and p-value >0.05, the impact is insignificant. In this way, hypotheses 1 is rejected. Transformational leadership (X) on organizational culture (Z1) has an effect at the coefficient esteem 0.525 and t-statistic 7.006 which is significant. Hence, Hypoth-

eses 2 is acknowledged. The impact of organizational culture (Z1) on OCB (Y) is critical at the coefficient esteem 0.740 and t-statistic 10.576. Since t-statistic >1.96 and p-value < 0.05, the impact is significant. Hence, hypotheses 3 is accepted. Transformational leadership (X) on job satisfaction (Z2) is significant at the coefficient esteem 0.564 and t-statistic 7.881 which is significant.

Table 2 The Result of Sobel Test

Hypotheses	A	B	SE <sub>A</sub>	SE <sub>B</sub>	t-stat.	Sign.	Information
H6	0.525	0.740	0.075	0.070	5.777	0.000	Significant
H7	0.564	0.099	0.072	0.114	0.844	0.388	Insignificant

Source: Processed primary data, 2019

Organizational culture mediates transformational leadership towards OCB. The test results of the test obtained a value of  $5.777 > 1.96$  and a significance of  $0.000 < 0.05$ . The results of the examination method analysis revealed that the effect of transformational leadership variables on organizational culture and the influence of organizational culture on OCB had significant results while the direct effect of transformational leadership on OCB was not significant. So that the organizational culture in this study is said to be a perfect mediation variable (complete mediation). Thus, Hypothesis 6 is accepted.

Job satisfaction does not impact to mediate transformational leadership on OCB. The results of the Sobel test obtained a value of  $0.844 < 1.96$  and a significant of  $0.388 > 0.05$ . From the results of the analysis, it was concluded that there was a significant influence of transformational leadership variables on job satisfaction, the effect of job satisfaction on OCB, and the direct effect of transformational leadership on OCB had no significant effect. The examination method states that if one of the exogenous variables towards mediation or mediating variables towards endogenous or both is not significant, it is said to be not a mediating variable. Based on the examination method, Hypothesis 7 is rejected.

## DISCUSSION

The results appeared that transformational leadership did not affect OCB behavior. It also explains that OCB also arises due to individual factors in the absence of other factors Organ et al. (2006). The results of the research in the field are not consistent with the findings of Han et al. (2015); Khalili (2017); Suliman and Obaidli (2013), stated that transforma-

tional leadership has a significant effect on OCB. The results of this study are in line with the research conducted by Maharani, (2017); Hutahayan et al. (2013); Kim (2013) who stated that transformational leadership had no significant effect on OCB.

The results of this study also show that the better or more effective application of transformational leadership, the stronger culture of the organization will be. These findings are in line with the findings of Hutahayan et al. (2013); Aydogdu and Asikgil (2011) found that transformational leadership has a significant effect on organizational culture.

Organizational culture has made by a leader who has an important role in the organization. Transformational leaders will change the organizational culture first to create stable organizational conditions and will have an impact on organizational performance.

The organizational culture affected OCB. Organizational culture is perceived strongly by nurses. Based on the results of the analysis, the stronger organizational culture from the aspect of innovation and the courage to take risks, detail attention, team-oriented, individuals, and the results of aggressiveness, and stability will be able to shape OCB nurse behavior.

The results of this study same with the results of the study Jo & Joo (2011); Oemar (2013), suggested that organizational culture has a significant influence on OCB. Organ et al. (2006), stated that one of the external factors that can form OCB is organizational culture. The stronger the culture of an organization, it will create positive values and encourage organizational members to do good deeds. Paine & Organ (2000), also stated that a conducive organizational culture will be able to encourage organizational members to support efforts to improve the organization.

Based on the results of the study indicate that transformational leadership has a significant effect on job satisfaction. The more effective and good transformational leadership, the higher the level of nurse job satisfaction and vice versa. This is in line with the research conducted by Fernando et al. (2007); Atmojo (2012) which showed a significant effect of transformational leadership on job satisfaction.

The results showed that job satisfaction did not significantly influence OCB. These results mean that the higher or lower the level of one's job satisfaction, it will not have an impact on the OCB behavior of employees. The results of this study are in line with the research of Mehboob & Niaz (2012), which states that job satisfaction is not the main determinant of OCB. But the findings of this study are different from Rahmi (2014); Saepung & Siengthai (2011), which states that satisfaction has a significant effect on OCB.

The results of the path coefficient analysis that transformational leadership has a direct influence on organizational culture. Furthermore, organizational culture has a significant influence on OCB. That is, the stronger the organizational culture, the higher the emergence of OCB behavior, and conversely the weaker organizational culture will result in lower OCB.

Based on the results of this study, finding transformational leadership does not have a significant effect on OCB. As for the results of the mediation test analysis using the Sobel test, the effect of transformational leadership on OCB through organizational culture. Because transformational leadership towards organizational culture and organizational culture towards OCB has a significant influence, while the influence of transformational leadership on OCB is not significant, the nature of mediation is perfect mediation.

The results of the mediation using the Sobel test showed that the effect of transformational leadership on OCB through organizational culture had significant results. Transformational leadership is significant for job satisfaction but job satisfaction does not have a significant effect on OCB, so it can

be said that job satisfaction is not a mediator on the effect of transformational leadership on OCB.

These results mean that the better or effective transformational leadership, the higher job satisfaction, but it has an impact on employee OCB behavior. This reinforces the findings of Mehboob & Niaz (2012), who found that job satisfaction did not significantly influence OCB and was not the main determinant of OCB.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

Transformational leadership on OCB is insignificant. Thus the existence of transformational leadership used did not have an impact on OCB behavior shown by nurses. Transformational leadership influences organizational culture. The better or effective transformational leadership used then strengthens the organizational culture in the hospital. Organizational culture influences OCB. This is significant, the stronger of organizational culture, the more it increases OCB nurse behavior. Organizational culture also acts as a mediator of the effect of transformational leadership on OCB. Better and effective transformational leadership can increase nurse OCB if it is supported by a strong organizational culture.

Transformational leadership impact on job satisfaction. It means that the role of the leader in directing and giving attention and motivation can increase the job satisfaction of nurses. Job satisfaction does not affect OCB. That is, high or low levels of job satisfaction, have no impact on OCB nurse behavior. Job satisfaction does not mediate the effect of transformational leadership on OCB. The better or effective transformational leadership, the higher the job satisfaction of nurses, but it does not have an impact on OCB nurses.

### Recommendations

The next researcher can examine other objects, especially institutions or agencies that have the same vision as hospitals in terms of service. Then, further

research can develop a research model by adding an Islamic work ethic and work discipline.

## REFERENCES

- Appelbaum, Steven, Nicolas Bartolomucci, Erika Beaumier, Jonathan Boulanger, Rodney Corrigan, Isabelle Doré, Chrystine Girard, and Carlo Serroni. 2004. *Organizational citizenship behavior: a case study of culture, leadership and trust*. Management Decision, 42 (1), 13–40. <https://doi.org/10.1108/00251740410504412>.
- Atmojo, M. 2012. *The Influence of Transformational Leadership on Job Satisfaction, Organizational Commitment, and Employee Performance*. International Research Journal of Business Studies.
- Aydogdu, S. and Asikgil, B. 2011. *The Effect of Transformational Leadership Behavior on Organizational Culture/ : An Application in Pharmaceutical Industry*. International Review of Management and Marketing, 1(4), 65–73.
- Dessler, G. 2015. *Manajemen Sumber Daya Manusia (terjemahan)*. Jakarta: Salemba Empat.
- Fernando, C., Navas, and Morales. 2007. *Relations and effect of Transformational Leadership: A Comparative Analysis with Traditional Leadership Styles*. The Spanish Journal of Psychology, 20(2), 358–368.
- Han, S. H., Gaeun, S., Seung, W. Y., and Dong-Yeol, Y. 2015. *Transformational leadership and knowledge sharing Mediating roles of employee's empowerment, commitment, and citizenship behaviors*. Journal of Workplace Learning, 28(No.3), 130–149.
- Hutahayan, B., Astuti, E. S., Raharjo, K., and Hamid, D. 2013. *The Mediation Effect of Organizational Culture and Organizational Commitment in Relationship Between Transformational Leadership To Organizational Citizenship Behaviour*. Interdisciplinary Journal of Contemporary Research in Business, 5(5), 618–626.
- Jha, S. 2014. *Transformational leadership and psychological empowerment*. South Asian Journal of Global Business Research, 3(1), 18–35. <https://doi.org/10.1108/sajgr-04-2012-0036>.
- Jo, S. and Joo, B. 2011. *Knowledge Sharing/ : The Influence of Learning Organizational Culture, Organizational Commitment, and Organizational Citizenship Behaviors*. Journal of Leadership & Organizational Studies.
- Khalili, A. 2017. *Transformational leadership and organizational citizenship behavior*. Leadership & Organization Development Journal, 38(7), 1004–1015. <https://doi.org/10.1108/lodj-11-2016-0269>.
- Khan, S. Kadar, Abdul Rahman, Mohd Zabid, and Abdul Rashid. 2012. *The Mediating Effect of Organizational Commitment in the Organizational Culture, Leadership and Organizational Justice Relationship with Organizational Citizenship Behavior: A Study of Academicians in Private Higher Learning Institutions in Malaysia*. International Journal of Business and Social Science, Vol. 3 No. 8 Special Issue - April 2012, 83–91.
- Kim, H. 2013. *Transformational Leadership, Organizational Clan Culture, Organizational Affective Commitment, and Organizational Citizenship Behavior: A Case of South Korea's Public Sector*. Springer Science+Business Media New York.
- Kreitner, R. and Kinicki, A. 2014. *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Luthans, F. 2006. *Perilaku Organisasi edisi sepuluh*. Yogyakarta: Andi.
- Maharani, V. 2017. *Pengaruh Kepemimpinan Transformasional Terhadap Organizational Citizenship Behavior Karyawan Dimediasi Oleh Kepuasan Kerja dan Komitmen Organisasional (Studi pada PT Bank Syariah di Malang Raya)*. Universitas Brawijaya.
- Maharani, V., Troena, E. A., and Noermijati, N. 2013. *Organizational citizenship behavior role in mediating the effect of transformational leadership, job satisfaction on employee performance: Studies in PT Bank Syariah Mandiri Malang East Java*. International Journal of Business and Management, 8(17), 1–12.
- Mas'ud Fuad. 2004. *Survey Diagnosis Organizational*. Semarang: Badan Penerbit Universitas Diponegoro.
- Mehboob, F. and Niaz, A. B. 2012. *Job Satisfaction As A Predictor Of Organizational Citizenship Behavior A Study Of Faculty Members At Business Institutes*. Interdisciplinary Journal Of Contemporary Research In Business,(Online), 3 (9), 1447–1455.
- Oemar, Y. 2013. *Pengaruh Budaya Organisasi, Kemampuan Kerja dan Komitmen Organisasi terhadap Organizational Citizenhsip Behavior (OCB) Pegawai pada BAPPEDA Kota Pekanbaru*. Jurnal Aplikasi Manajemen, 11 (66), 65–76.
- Organ, Dennis, M. P. Philip, and Scott B. MacKenzie. 2006. *Organizational Citizenship Behavior: Its Nature, Antecedent, And Consequence*. California: Sage Publications Inc.
- Paine, J. and Organ, D. 2000. *Cultural Matrix Of Organi-*

- zational Citizenship Behavior: Some Preliminary Conceptual And Empirical Observations*. Human Resource Management Review, 10 (1), 45–59.
- Rahmi, B. M. 2014. *Pengaruh Kepemimpinan Transformasional terhadap Organizational Citizenship Behavior dan Komitmen Organisasional dengan Mediasi Kepuasan Kerja (Studi pada Guru Tetap SMA Negeri di Kabupaten Lombok Timur)*. E-Jurnal Manajemen Universitas Udayana Bali.
- Rivai, V. and Mulyadi, D. 2009. *Kepemimpinan dan Perilaku Organisasi edisi ketiga*. Jakarta: Rajagrafindo Persada.
- Robbins, S. P. and Judge, T. A. 2015. *Perilaku Organisasi edisi 16*. Jakarta: Salemba Empat.
- Saepung, W. and Siengthai, S. 2011. *The Study of Job Satisfaction and Organizational Citizenship Behavior ( OCB ) in the Retail Industry in Indonesia*. Current Protocols in Cell Biology, 1 (662), 1–10. <https://doi.org/10.1002/0471143030.cb2104s27>.
- Sahertian, Piet A. 2010. *Konsep Dasar dan Teknik Supervisi Pendidikan dalam Rangka Pengembangan Sumber Daya Manusia*. Jakarta: Rineka Cipta.
- Suliman, A. and Obaidli, H. Al. 2013. *Leadership and organizational citizenship behavior (OCB) in the financial service sector: The case of the UAE*. Asia-Pacific Journal of Business Administration, 5(2), 115–134. <https://doi.org/10.1108/17574321311321603>.
- Undang-undang (Regulation) No.44. 2009. *Rumah sakit*.