

The Effect of Transformational Leadership on Organizational Citizenship Behavior where Trust and Job Satisfaction are as Mediation Variables (Study at PT. Bank BRI (Persero) Tbk. Banda Aceh Branch Offices)

Cut Lisa, Sulaiman, T. Meldi Kesuma

Magister of Management Post-Graduate Study of Syiah Kuala University Banda Aceh
Faculty of Economic and Business, University of Syiah Kuala
Email: elman_ali@unsyiah.ac.id

To Link this Article: <http://dx.doi.org/10.6007/IJARBS/v11-i9/11157>

DOI:10.6007/IJARBS/v11-i9/11157

Published Date: 17 September 2021

Abstract

This study aims to measure the Influence of Transformational Leadership on Organizational Citizenship Behavior where Trust and Job Satisfaction are as Mediation Variables. Sample of this study is employees of PT. Bank BRI (Persero) Tbk. in Banda Aceh Branch Offices as many as 106 respondents. The data is processed using the Structural Equation Modeling (SEM) to determine the effect of all variables. The results show that transformational leadership has a significant effect on trust, job satisfaction, and organizational citizenship behavior. The variables of trust and job satisfaction also have a significant effect on organizational citizenship behavior. Job satisfaction has been shown to mediate the relationship between transformational leadership and organizational citizenship behavior.

Keywords: Transformational Leadership, Organizational Citizenship Behavior, Trust, Job Satisfaction

Introduction

Human resources (HR) have an important role as a target in a company, one of which is in service companies engaged in the banking sector. Service companies operating in the banking sector will make efforts to improve the quality of human resources by continuously improving both in the areas of administration and customer service so that employee performance can be maximized and provide good results. If employee performance can be maximized, and contribute a good results, then the goals of an organization can be achieved respectively.

One of the efforts that can be applied in order to achieve the goals of an organization is to create organizational citizenship behavior (OCB) for every employee.

There are several ways of the banks apply to improve OCB; for example, by instilling employee trust in the company's leadership and providing job satisfaction to employees. If employees have already trusted for their leaders, they will then definitely work hard to complete their tasks within the allotted time, and exhibit the type of behavior that helps the organization to achieve its main goals, even if it is not part of their main duties, they will perform OCB in the organization. Furthermore, Robbins and Judge (2013: 84) state that employee satisfaction is also a major factor to increase OCB of employees. This is in line with Mohammad et al. (2011) who examines in empirical research that employee satisfaction is an important factor to influence the OCB.

In addition, the role of leadership is also a factor that can influence to form the OCB behavior. This leadership role is one element that can encourage employees to display OCB behavior. One of the leadership styles that affect organizational citizenship behavior is transformational leadership (Wirawan, 2013).

Based on the results of the initial survey conducted at PT. Bank BRI (Persero) Tbk. Banda Aceh Branch Office, organizational citizenship behavior (OCB) in this company is still perceived as not good. So this research needs to be done in more depth. The aim is to see whether or not organizational citizenship behavior (OCB) is good or not at PT. Bank BRI (Persero) Tbk. Banda Aceh Branch Office is caused by the above factors. Knowing organizational citizenship behavior (OCB) is very important to implement, because OCB is able to improve performance, productivity, efficiency, and customer satisfaction. Therefore, the management of PT. Bank BRI (Persero) Tbk. in Banda Aceh branch office can take steps to encourage the formation of this employees' behavior in order to improve its performance. Therefore, this research result is aimed at all employees who work because all employees are required to be able to make a good contribution to the company and can work as expected.

However, due to very little attention from the previous studies having pay attention for this matter (i.e. trust for leader and job satisfaction) as mediator factors; therefore, it seems still hazy for academics and practitioners that appears the gab of understanding.

Based on the above viewpoint, it is necessary to conduct further research to eliminate the gap due to the insufficient understanding. Thus, objective of this study is:

- To investigate whether there is an effect of transformational leadership on trust in leadership and job satisfaction and its impact on organizational citizenship behavior or not.
- To identify whether trust in leadership and job satisfaction mediate the effect of transformational leadership on organizational citizenship behavior (OCB) or not.

Literature Review

Organizational Citizenship Behavioral (OCB)

Organizational Citizenship Behavior (OCB) is employee behavior that is helpful between fellow co-workers outside the Job desk (extra role). Organ (1988) states that organizational citizenship behavior is a form of behavior that it is an individual choice and initiative, which is not related to the formal reward system, however; it essentially increases organizational effectiveness.

In terms of scaling, there are several opinions regarding indicators of organizational citizenship behavior. This study employs indicators based upon Salim (2016). This is because the five dimensions have been able to describe the seven dimensions of OCB by Podsakoff et al. (in Riggio, 2003). Those used to measure organizational citizenship behavior (OCB) include: Altruism, Courtesy, Sportsmanship, Civic Virtue and Conscientiousness.

Trust in Leadership

Robbins and Judge (2008: 97) Trust is a positive expectation or expectation that others will not go through words, actions and policies and act opportunistically. Palupi et al. (2017) defines trust in leadership as the willingness of subordinates to continue to rely on the behavior and actions of their leaders, which are beyond the control of subordinates.

In line with Podsakoff et al. (1990) who define trust in leadership is the level of confidence and loyalty to the leader. This consistent with Mahdi (2008:160) mentioning that trust in supervisors is the attitude of no hesitation from an employee over the policies carried out by their supervisor.

Moreover, Robbins and Judge (2013:388) state that trust is the main attribute associated with leadership, ignoring it can cause serious side effects on group performance, perception or indeed can be trusted (Rosseau, 1998), their subordinates will create a good work environment, and also other actions that lead to organizational goals (Cropanzano and Mitchell, 2005).

Referring to Palupi's et al. research (2017), this study employs indicators of trust in leadership that consist of: convinced that the leader treats subordinates fairly; managers never seek to profit by deceiving workers; confident in the integrity of the manager/supervisor; strong sense of loyalty to the leader; support the leader in all emergencies and a strong sense of loyalty to the leader.

Job Satisfaction

According to Robbins (2001:179), job satisfaction is defined as a general attitude of an individual towards his work, pleasant or unpleasant emotional states with employees view their work (Handoko, 2000:193), and a set of employees' feelings about pleasing or displeasing their work (Davis, 2002:105). These opinions summarize that employees must be placed in jobs that are in line with their abilities and background skills. Thus, Job satisfaction has a very important meaning, both in terms of workers and companies as well as for society in general. Therefore, creating a positive value situation in the work environment of a company is absolutely the obligation of every line of leadership of the company concerned that can be scaled by several indicators.

This study uses indicators of job satisfaction according to Robbins (2003:148) which include: work, wages, promotions, and co-workers.

Transformational leadership

According to Danim (2003), the term transformational leadership is built from two words, namely leadership (leadership) and transformation (transformational). Leadership is any action taken by individuals or groups that coordinate and give direction to individuals or groups to coordinate and give direction to other individuals or groups who are members of a particular container to achieve predetermined goals. Danim (2003) then defines leadership as a process of command or influence, guidance or process of influencing the work of others in choosing and achieving the goals that have been set.

Robbins & Judge (2015) then interprets transformational leadership as a condition of leaders who provide intellectual consideration and stimulation to individuals and their organizations and have charisma. This is consistent with Danim (2003) who defines transformational leadership as the ability of a leader in working and with/or through other people to optimally transform organizational resources in order to achieve goals according to the achievement of targets that have been set, transforming the personal values of followers

to support the vision and goals of the organization by fostering an environment where relationships can be formed and by establishing a climate of trust in which visions can be shared (Stone et al., 2004).

Based upon the above definitions, transformational leaders change the personal values of subordinates to support the vision and goals of the organization by nurturing an environment in which relationships can be formed and by building a climate of trust in which visions can be shared.

The transformational leadership indicators used in this study are as operationalized by Robbins & Judge (2015) consisting of: charisma, is the charismatic influence of transformational leadership, where leaders are admired, respected, and imitated by their subordinates so as to give a sense of comfortable in discussing and working on any work problems; inspiration, is the ability of superiors to inspire their subordinates in seeing problems that were very difficult for me at first; intellectual stimulation, is the attitude of superiors telling and encouraging a subordinate to do a good job and correctly in a way that is quite easy to understand; individual consideration that it is the attitude of supervisor who encourage their subordinates not to make their own decisions when there are problems in their work.

Based upon the above describing and its explanation, the following is a research framework development that can describe the influence of transformational leadership on organizational citizenship behavior through trust in leadership and job satisfaction as mediating variables.

The Effect of Transformational Leadership on Trust in Leaders

Robbins and Judge (2015) state that transformational leaderships are leaders who inspire followers to go beyond their own self-interest for the benefit of the organization. One of the key reasons why subordinates feel motivated by transformational leaders is that they trust and respect to the leader (Yukl, 2001). The willingness of subordinates to achieve organizational goals depends on subordinates' trust in the leader. Yukl (2001) mentions that building this trust comes from the ability of a leader. Consistent with Jung and Avolio (2000) who describe that transformational leaders are models (model role models) by influencing employees and ultimately causing a good level of trust in employees. Thus, transformational leaders who care about the needs, job security and welfare of employees build emotional bonds with employees will encourage employee confidence in their leaders (Jung and Avolio, 2000). Gillespie and Mann (2004) finds that the practice of transformational leadership has a positive influence on the team's trust in its leader. Thus, the following hypotheses can be proposed:

H₁: There is an effect of transformational leadership on trust in leaderships.

The Effect of Transformational Leadership on Job Satisfaction

According to Riggio (1990), job satisfaction is an important factor that affects employee life satisfaction. This is because most of the employee's time is used for work. As one of the determinants of organizational performance, job satisfaction is a very complex factor because it is influenced by various factors, including transformational leadership (Judge & Locke, 1993).

Research by Pareke (2004) finds that transformational leadership has an effect on employee job satisfaction. In other words, there is a positive correlation between

transformational leadership and job satisfaction. Thus, the following hypothesis can be proposed:

H₂: There is an effect of transformational leadership on job satisfaction

The Effect of Trust on Leaders on Organizational Citizenship Behavior (OCB)

According to Rosseau (1998), trust in supervisors is a perception or indeed can be relied on. Leaders who are trusted by employees or their subordinates will create a good work environment, and also other actions that lead to organizational goals can be carried out by subordinates (Cropanzano and Mitchell, 2005). If employees have confidence in their boss, they will then definitely work hard to complete their tasks within the allotted time and exhibit the kind of behavior that helps the organization to achieve its main goals, even if it is not part of their job duties. In other words, when employees trust their leaders, they will engage in high-quality interactions that cause employees to feel empowered and confident.

The above description is supported by Konovsky and Pugh (1994) who find that trust in leadership has a positive and significant effect on organizational citizenship behavior (OCB). Thus, the following hypothesis can be proposed:

H₃: There is an effect of trust in leadership on organizational citizenship behavior (OCB)

The Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB)

Job satisfaction can be described by many indicators, such as salary suitability, work facilities, relationships with co-workers, employee opportunities for advancement, supervision by the leadership and also the work itself (Belo et al. 2014). When employees are satisfied with their work, they generally want rewards for the results of their good performance, have good relationships with co-workers, and will continue to work in the organization.

Employees may not only concentrate on the results of the implementation of their performance, but employees may also concentrate more on completing tasks from colleagues and the success of the organization. Thus, employees voluntarily help colleagues related to their works, provide support to colleagues in the organization as a form of appreciation for performance; especially, in cultural collectivities. This shows that job satisfaction has a positive impact on OCB.

The results of research conducted by Chasan and Endang (2017) show that job satisfaction variables affect organizational citizenship behavior (OCB). The higher the job satisfaction, the higher the organizational citizenship behavior of employees will be. Thus, it can be hypothesized as follows:

H₄: There is an effect of job satisfaction on organizational citizenship behavior (OCB)

The Effect of Transformational Leadership on Organizational Citizenship Behavior (OCB)

OCB is determined by many things, meaning that many things can influence this behavior, one of which is leadership behavior. One of the suitable leadership models to be applied to improve OCB behavior in employees is transformational leadership. With transformational leadership, followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than initially expected of them (Yukl, 2005). If a leader is able to apply transformational leadership, then employees will also provide good performance results.

Bycio et al. (1995) show that increasing in OCB is as a response to transformational leadership behavior. Jha (2014) summarizes that transformational leadership has an effect on

organizational citizenship behavior (OCB). Thus, the following hypothesis that can be developed is:

H₅: There is an effect of transformational leadership on organizational citizenship behavior (OCB)

The Effect of Transformational Leadership on Organizational Citizenship Behavior (OCB) through Trust in Leaders as a Mediation Variable

An employee who has organizational citizenship behavior will show obedience through their willingness to respect the rules, procedures, and instructions of the organization. One of the factors that can influence OCB is transformational leadership. With transformational leadership, followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than initially expected of them as mentioned by Yukl (2005).

The relationship between leaders and employees will always exist in organization; the quality of this relationship depends on the trust of employees (Wei, 2003). If employees have confidence in their boss, they will then definitely work hard to complete their tasks within the allotted time and exhibit the kind of behavior that helps the organization to achieve its main goals, even if it is not part of their job duties. In other words, when employees already believe in their leaders, this encourages the emergence of OCB in employees. Goodwin et al. (2011) find that trust in leadership is as fully mediate the relationship between transformational leadership and OCB. *Thus, hypothesis can be proposed as:*

H₆: Trust in leadership mediates the effect of transformational leadership on organizational citizenship behavior (OCB)

The Effect of Transformational Leadership on Organizational Citizenship Behavior (OCB) through Job Satisfaction as a Mediation Variable

Singh and Jain (2013) say that the level of job satisfaction can be determined by the transformational leadership. Transformational leadership can improve the relationship between fellow employees and their supervisors. A good relationship between employees and supervisors is very influential for employee job satisfaction due to basically the boss provides direction and motivation to complete each job.

Satisfied employees tend to speak positively about the organization, help other individuals, and exceed normal expectations in their work (Robbin, 2008). Research conducted by MacKenzie et al. (1998) shows the results that job satisfaction can encourage employees to do OCB voluntarily. Research conducted by Nguni et al. (2006) also concludes that job satisfaction is a mediator of the influence of transformational leadership on OCB. Thus, the following hypotheses can be derived as:

H₇: Job satisfaction mediates the effect of transformational leadership on organizational citizenship behavior (OCB)

Theoretical Framework of Study

Based on the description above, this research can produce the following model



Figure 1. Theoretical Framework of This Study

Research Method

Research Location, Population and Sample

The research is conducted at PT. Bank BRI (Persero) Tbk. Banda Aceh Branch Office. The population of this study is all employees of PT. Bank BRI (Persero) Tbk. Banda Aceh Branch Office, totaling 106 people.

The sampling technique utilised in this study is total sampling or census. Total sampling or census is a sampling technique where the number of samples is equal to the total population. Therefore, sample of this study are all employees who work at PT. Bank BRI (Persero) Tbk. Banda Aceh Branch Office.

Data Analysis

The data analysis equipment used in this study is structural equation modeling (SEM) with the help of the Amos program. The SEM equation model is a collection of statistical techniques that enable the testing of a series of relatively complex relationships simultaneously (Ferdinand, 2014: 181).

SEM is able to include latent variables in the analysis. Latent variables are unobserved concepts that are approximated by observable or measured variables obtained by respondents through data collection methods (surveys, tests, observations) and are often called manifest variables (Ghozali, 2011).

In addition, the advantage of SEM application in management research is because of its ability to confirm the dimensions of a concept or factor that is very commonly used in management as well as its ability to measure the influence of relationships that theoretically exist (Hair et al., 2013: 190).

Furthermore, testing the sixth hypothesis and seventh hypothesis which places trust in the leadership and job satisfaction as mediating variables between transformational leadership and organizational citizenship behavior in employees who work at PT. Bank BRI (Persero) Tbk. Banda Aceh Branch Office, hypothesis testing refers to the opinion of Barling et al. (2004); and Baron and Kenny (1986) and Sobel's Test on testing the mediating effect.

Research Finding and Discussion

Confirmatory Factor Analysis

Confirmatory Factor Analysis of Independent Variables

In this stage, the indicators on the independent variables are further tested to get fit data. The result of the analysis after re-specification is illustrated as follows:



Figure 2: Confirmation Factor Analysis for Independent Variables

The results of the above analysis find that the Chi-square value = 3.081 with a probability of 0.214 > 0.05. The GFI value shows a number of 0.980; CFI value is 0.994; AGFI value of 0.940; and the TLI value is 0.991. The assessment indicators have shown good fit results for the whole. The RMSEA value of 0.072 has shown a satisfactory value, which is smaller than 0.08 according to the requirements (Hair et al., 2013).

Confirmatory Factor Analysis Dependent Variable for First Order

The final result of the re-specification for the first order analysis is illustrated in the following figure:

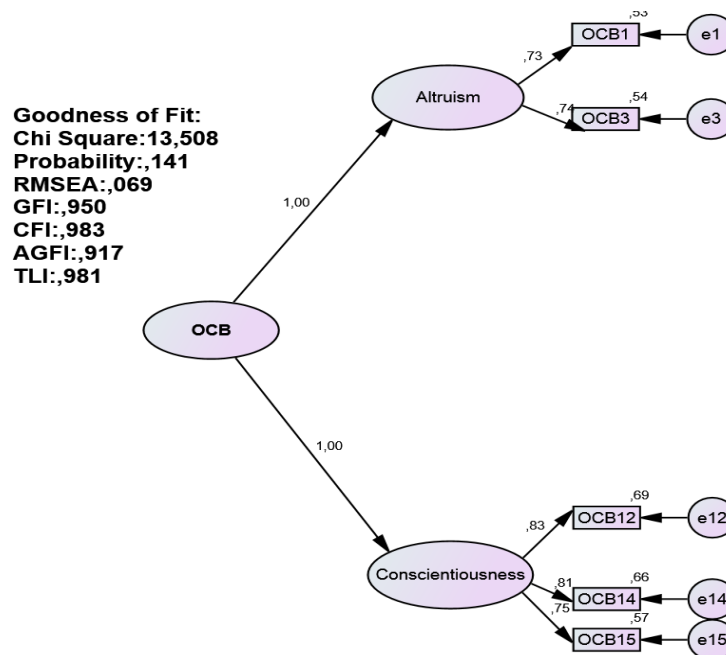


Figure 3: CFA of Dependent Variable after Re-specification

The results of the above analysis find that the Chi-square value = 13,508 with a probability of 0.141 > 0.05. The GFI value shows a number of 0.950; CFI value of 0.983; AGFI value of 0.917; and the TLI value is 0.981. The result shows good fit situation for the whole. The RMSEA value of 0.069 has shown a satisfactory value, which is smaller than 0.08 based upon the requirements as mentioned by Hair et al. (2013).

Confirmatory Factor Analysis for the Second Order

The final result of the re-specification analysis is illustrated in the following figure:

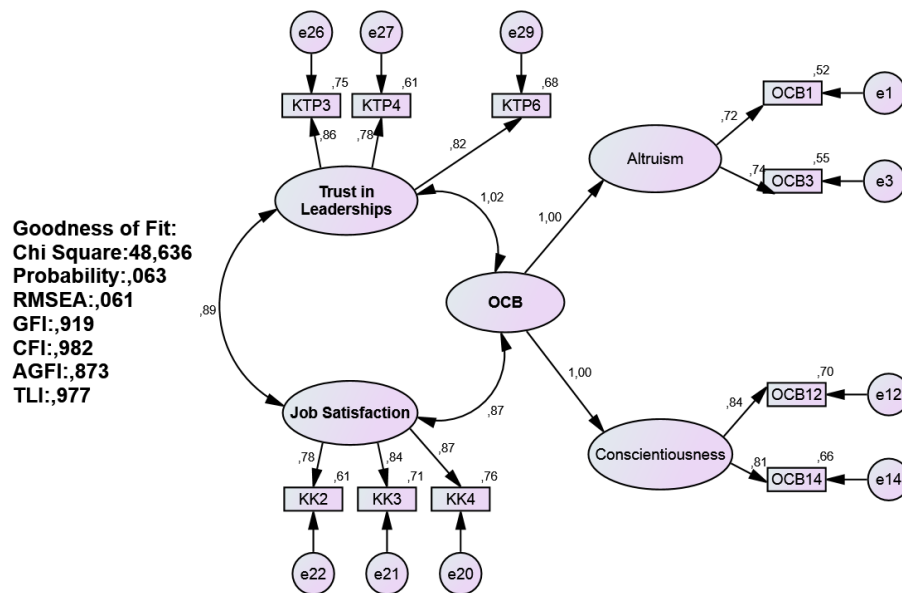


Figure 4 : CFA of Mediation and Dependent Variables After Re-specification

The results of the above analysis indicates that the Chi-square value = 48.636 with a probability of 0.063 > 0.05. The GFI value shows a number of 0.919; CFI value of 0.982; AGFI value of 0.873; and the TLI value is 0.977. The assessment indicators have described good fit results for the whole. The RMSEA value of 0.061 has a satisfactory value, which is smaller than 0.08 according to the requirements (Hair et al., 2013).

Structural Equation Modeling (SEM): Step-One Approach with Measurement Model

All constructs will be combined in the measurement model stage. This phase is in line with Anderson and Gerbing (1988) who took a first-step approach. Based on the previous step, the transformational leadership variable consists of 3 indicators, the trust in the leader variable consists of 3 indicators, the job satisfaction variable consists of 3 indicators, and Organizational Citizenship Behavior (OCB) consists of 2 dimensions and is divided into 4 indicators. The final results of the measurement model can be seen in the following illustration.

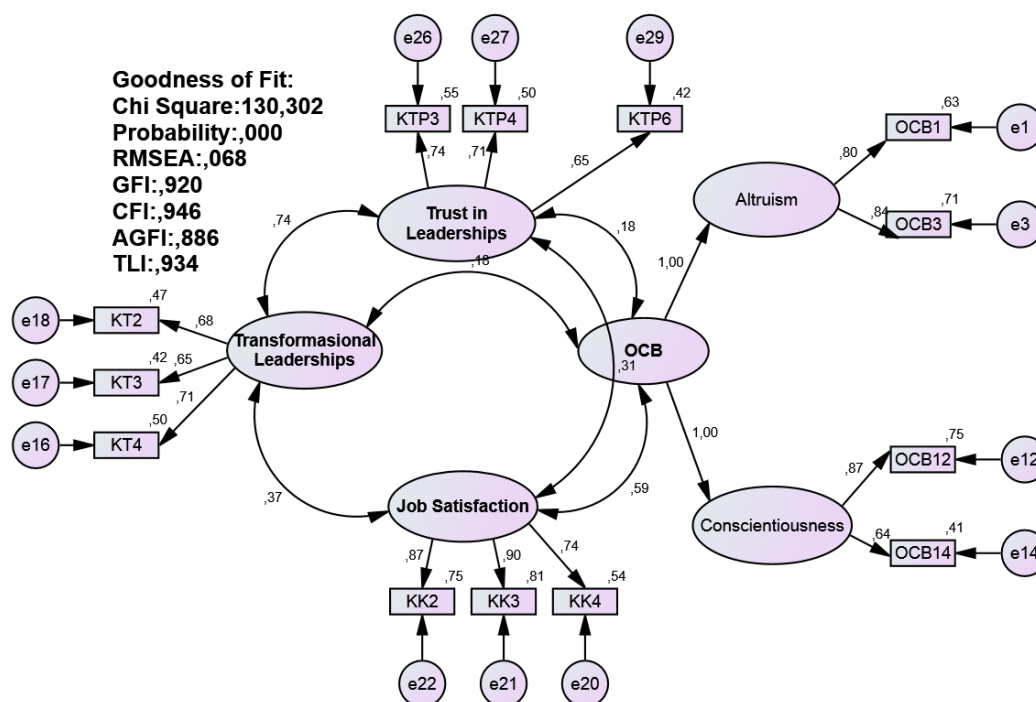


Figure 4. Measurement Model

The results of the analysis above indicate that the Chi-square value = 183.723 (p: 0.106). The GFI value is 0.920; CFI of 0.946; AGFI of 0.886; and TLI of 0.934. These results as a whole show the results of good fit indices because the CFI and TLI values are greater than 0.900 and the RMSEA value is 0.068 which indicates a satisfactory value, which is below 0.08 (requirement) (Hair et al., 2013)

Structural Equation Modeling (SEM): Step-Two Approach Using a Full-Structural Analysis.

There is a major difference between the measurement model and the structural model. In the measurement model, all constructs are treated as independent variables. While the structural model explains the causal relationship (cause and effect) between constructs. The following table will explain the relationship of each construct forming indicator more clearly. The following will be tested on the structural model of direct influence and mediation effect as follows:

Direct Hypothesis Testing

Hypothesis testing was carried out using the Critical Ratio (C.R) value at a significant level of 0.05. If the value of Critical Ratio (C.R) > 1.967 and the value of probability (p) < 0.05, then Ho is rejected and the alternative hypothesis (Ha) in this study is accepted. To get this value, data processing is carried out with AMOS as shown in Figure 7 below:

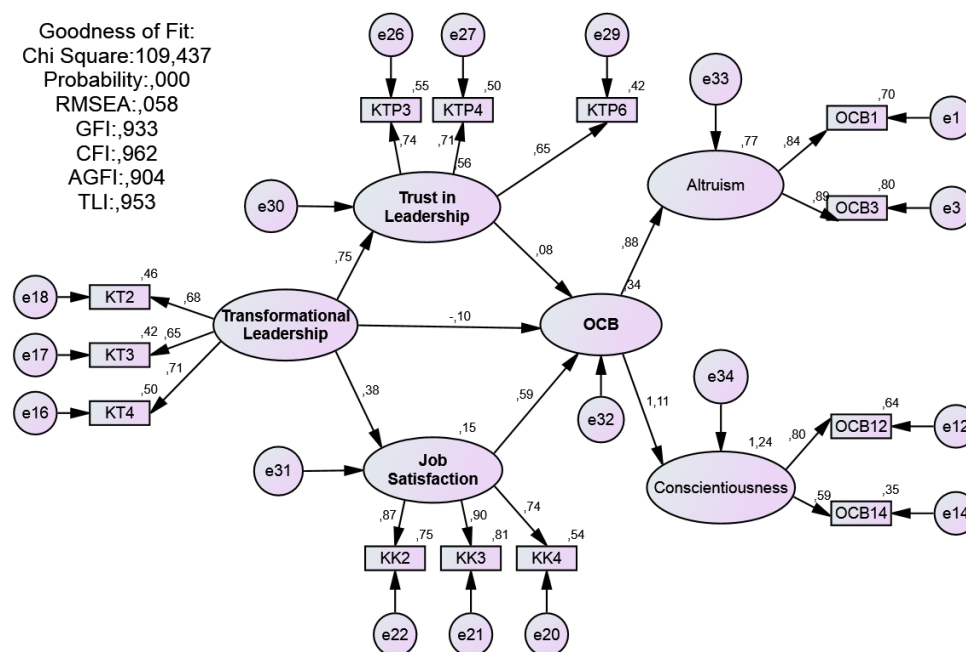


Figure 5 Full Model Hypothesis

The results of testing by Amos on the full model for hypothesis testing after going through the fulfillment of SEM assumptions, more clearly can be seen in the following table:

Table 1
 Hypothesis Testing Results

		Estimate	Standardized Estimate	S.E.	C.R.	P
Trust In leadership (Y1)	<--- Transformational Leadership (X)	,791	,748	,113	7,026	***
Job Satisfaction (Y2)	<--- Transformational Leadership (X)	,475	,383	,102	4,660	***
Organizational Citizenship Behavior (Z)	<--- Trust In leader (Y1)	,536	,592	,073	7,297	***
Organizational Citizenship Behavior (Z)	<--- Job Satisfaction (Y2)	,117	,105	,147	1,990	,047
Organizational Citizenship Behavior (Z)	<--- Transformational Leadership (X)	,122	,112	,164	2,627	,039

The results of the analysis will be discussed further as follows.

1. The effect of transformational leadership (X) on trust in the leader (Y1)

Analysis for the first hypothesis show that the transformational leadership variable on trust in leaderships has an influence of 0.791 with a critical ratio (C.R) value of 7.026 > 1.967 at a significant level of 0.000 < 0.05. This explains that if transformational leadership increases by

1 point, then trust in leaderships will increase by 0.791 and the effect is strongly significant. Thus, it can be stated that the Ha1 (hypothesis) is accepted. This finding is consistent with Robbins and Judge (2015) stating that transformational leaderships are leaders who inspire followers to go beyond their own self-interest for the benefit of the organization.

2. The effect of transformational leadership (X) on job satisfaction (Y2)

The results of analysis for the second hypothesis show that there is an effect of transformational leadership on job satisfaction at about 0.383 with a critical ratio (C.R) value of $4.660 > 1.967$, and at a significant level of $0.000 < 0.05$. This explains that if transformational leadership increases by 1 point, then job satisfaction will increase by 0.383, and the effect is significant. Thus, it can be concluded that the Ha2 hypothesis is not rejected. This result is in line with Pareke (2004) finding that transformational leadership has an effect on employee job satisfaction. In other words, there is a positive correlation between transformational leadership and job satisfaction.

3. The effect of trust in leaderships (Y1) on organizational citizenship behavior (Z)

The findings show that trust in leaderships influences organizational citizenship behavior at about 0.536 with a critical ratio (C.R) value of $7.297 > 1.967$ at a significant level of $0.000 < 0.05$. This explains that if trust in the leader increases by 1 point, then organizational citizenship behavior will increase by 0.536 significantly. Thus, it indicates that the Ha3 (hypothesis) is accepted. This finding is supported by Cropanzano and Mitchell (2005) who mention that if employees have confidence in their boss, they will then definitely work hard to complete their tasks within the allotted time and exhibit the kind of behavior that helps the organization to achieve its main goals, even if it is not part of their job duties.

4. The effect of job satisfaction (Y2) on organizational citizenship behavior (Z)

In terms of testing for the fourth hypothesis, the result shows that job satisfaction has a significant effect on organizational citizenship behavior at about 0.105 with a critical ratio (C.R) value of $1.990 > 1.967$, where it is at a significant level of $0.047 < 0.05$. This explains that if job satisfaction increases by 1 point, then organizational citizenship behavior will increase by 0.105 significantly. Thus, it illustrates that the Ha4 (the hypothesis) cannot be rejected. The discovery is the same as Belo et al. (2014), where employees who are satisfied with their work, generally want rewards for the results of their good performance, have good relationships with co-workers, and will continue to work in the organization.

5. The effect of transformational leadership (X) on organizational citizenship behavior (Z)

The results of testing for the fifth hypothesis show that transformational leadership affects organizational citizenship behavior significantly at about 0.112 with a critical ratio (C.R) value of $2.627 > 1.967$, and it is at a significant level of $0.039 < 0.05$. This concludes that if transformational leadership increases by 1 point, then organizational citizenship behavior will increase by 0.112 and the effect is significant. Thus, it can be stated that the Ha5 (the hypothesis) is accepted. It is similar with Jha (2014) who summarizes that transformational leadership has a positive and significant effect on organizational citizenship behavior (OCB).

Mediation Effect of Hypothesis Testing

In this study, there are intervening variables (mediation), namely trust in the leadership and job satisfaction. According to Sekaran and Bougie (2013), the mediating variable is an intermediary variable, which serves to mediate the relationship between the independent variable and the dependent variable. The mediation test was used to prove the role of the mediating variable to mediate the relationship between transformational leadership variables and organizational citizenship behavior.

The proof of the indirect influence hypothesis between the variables contained in the model will be carried out using the Baron and Kenny (1986) approach and the Sobel Test. Furthermore, it will explain the influence/relationship from before the mediation effect to after the mediating effect from the trust variable to the leader with the Baron and Kenny approach among the transformational leadership variables on organizational citizenship behavior which can be seen in the following table:

Table 2

Results of Regression Analysis of the Effect of Trust in Leaders Mediation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.724	3.448		5.141	.000
	Organizational Citizenship Behavior ← Transformational Leadership	2.767	.208	.794	13.319	.000
2	(Constant)	11.563	2.848		4.060	.000
	Organizational Citizenship Behavior ← Transformational Leadership	.384	.345	.110	1.112	.269
	Organizational Citizenship Behavior ← Trust In Leader	1.794	.228	.779	7.865	.000

Based on the results of the regression analysis in the table above, it is identified that in model 1 there is a positive and significant relationship between the variables of transformational leadership on organizational citizenship behavior, which is indicated by $\beta_1 = 0.794$, and Sig $0.000 < 0.05$. When the relationship between transformational leadership and organizational citizenship behavior is included in the mediating variable in model 2, namely trust in the leader, it shows an insignificant relationship ($\beta_2 = 0.110$, Sig $0.269 > 0.05$). The description above also provides information about the change in the value of the first transformational leadership which was previously 0.794 and significant, after entering the mediating variable the value of transformational leadership became 0.110 and became insignificant. However, the mediating variable, namely trust in the leader, has an effect of 0.779 with Sig. of $0.000 < 0.05$ and showed significant results. Based on the above results associated with the method of Baron and Kenny, it can be explained that the variable of trust in the leader has a role as full/perfect mediation. This is because it is in accordance with the specified criteria, namely if the influence of the independent variable on the dependent variable is directly significant, but the effect becomes insignificant when it involves the mediating variable. This supports the hypothesis that has been put forward in the study. It has a similarity's finding with Goodwin et al. (2011) who also find that trust in leadership is as fully mediate the relationship between transformational leadership and OCB.

Furthermore, the mediation hypothesis testing is also carried out using a procedure developed by Sobel (1982) and known as the Sobel test. The following is a test of the mediating effect of the trust variable on the leader which can be explained as follows:

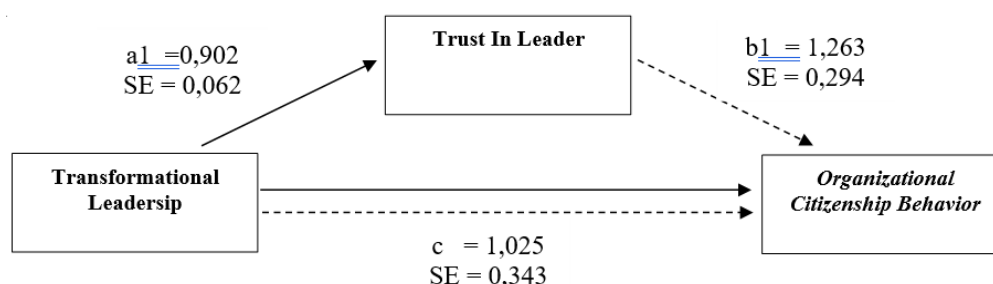


Figure 6 Model of the Effect of Trust in Leaders Mediation

Based on Figure 6 above, it is a model formed from the results of the first and second regressions so as to form a path analysis model with the trust variable to the leader as the mediator. The Z value of the Sobel test cannot be generated directly from the regression results but by manual calculation as follows:

$$z1 = \frac{a1b1}{\sqrt{b1^2 SE_a^2 + a1^2 SE_b^2}}$$

$z = 4.120$ (sig : 0,000)

From the results of the Sobel test calculation above, the z value is $4.120 > 1.976$ with a significance level of $0.000 < 0.05$. These results indicate that there is an indirect effect between transformational leadership on organizational citizenship behavior which is mediated by trust in the leader. Thus, it can be stated that the Ha6 hypothesis is accepted, namely trust in the leadership to mediate (full/perfect mediation) the influence of transformational leadership on organizational citizenship behavior at PT. Bank BRI (Persero) Tbk. Banda Aceh Branch Office.

Furthermore, it will be explained the influence of before the mediation effect with after the mediating effect of the job satisfaction variable with the Baron and Kenny approach among the transformational leadership variables on organizational citizenship behavior which can be seen in the following table:

Furthermore, the following figure will explain the relationship between "organizational commitment" as an independent variable and "employee performance" as the dependent variable. Then, this picture will also discuss the effect of mediating variables (job satisfaction) between these relationships.

Table 3

Results of Regression Analysis of the Effect of Job Satisfaction Mediation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.724	3.448		5.141	.000
	Organizational Citizenship Behavior ← Transformational Leadership	2.767	.208	.794	13.319	.000
2	(Constant)	12.551	3.114		4.030	.000
	Organizational Citizenship Behavior ← Transformational Leadership	.967	.353	.277	2.742	.007
	Organizational Citizenship Behavior ← Job Satisfaction	1.999	.337	.601	5.938	.000

Based on the results of the regression analysis in the table above, it was identified that when the relationship between transformational leadership and organizational citizenship behavior was included in the mediating variable in model 2, namely job satisfaction, it also showed a significant relationship ($\beta_2 = 0.277$, Sig 0.007 < 0.05). The picture above also provides information about the change in the value of the first transformational leadership which was previously 0.794; after entering the mediating variable the value of transformational leadership becomes 0.277. The job satisfaction variable also shows an effect of 0.601 with a Sig level of 0.000 < 0.05. Based on the above results associated with the method of Baron and Kenny, it can be explained that the job satisfaction variable has a role as partial mediation. This is because the relationship of transformational leadership to organizational citizenship behavior before and after the inclusion of the mediating variable is equally significant. This supports the hypothesis put forward in this study. This finding is supported by Nguni et al. (2006) who also concludes that job satisfaction is a mediator of the influence of transformational leadership on OCB.

Furthermore, the hypothesis testing of job satisfaction mediation is also analyzed by the Sobel test. The following is a test of the mediating effect of job satisfaction variables which can be explained as follows:

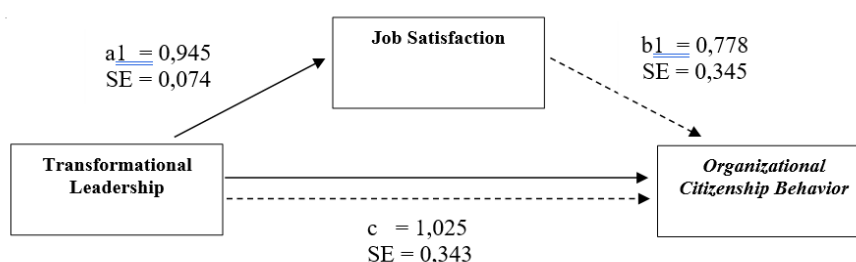


Figure 7 Model of the Effect of Job Satisfaction Mediation

Based on the picture above is a model formed from the results of the first and second regression so as to form a path analysis model with job satisfaction as a mediator. The Z value of the sobel test that is included in the calculation of the sobel test is:

$$z1 = \frac{a1b1}{\sqrt{b1^2 SE_a^2 + a1^2 SE_b^2}}$$

$z = 2,220$ (sig : 0,026)

From the results of the Sobel test calculation above, the z value is $2,220 > 1,976$ with a significance level of $0.026 < 0.05$. These results indicate that there is an indirect effect between transformational leadership on organizational citizenship behavior which is mediated by job satisfaction. Thus it can be stated that the Ha7 hypothesis is accepted, namely job satisfaction mediates the effect of transformational leadership on organizational citizenship behavior at PT. Bank BRI (Persero) Tbk. Banda Aceh Branch Office.

Discussion

Based on the results of the tests that have been carried out, the following is a summary of the results of the hypothesis tests that have been analyzed using the structural model (SEM) using the AMOS analysis tool as shown in the following table:

Table 4

Recapitulation of Hypotheses Test Results

No	Hypotheses' Statement	Estimate Std.	S.E.	CR	P	Hypotheses
1	There is an effect of transformational leadership on trust in leader	,748	,113	7,026	*	accepted
2	There is an effect of trust in leader on Organizational Citizenship Behavior (OCB)	,383	,102	4,660	*	accepted
3	There is an effect of trust in the leadership on Organizational Citizenship Behavior (OCB)	,592	,073	7,297	*	accepted
4	There is an effect of job satisfaction on Organizational Citizenship Behavior (OCB)	,105	,147	1,990	,047	accepted
5	There is an effect of transformational leadership on Organizational Citizenship Behavior (OCB)	,112	,164	2,627	,039	accepted
6	Trust in leaders mediates the effect of transformational leadership on Organizational Citizenship Behavior (OCB)	-	,276	4,120	*	accepted
7	Job satisfaction mediates the effect of transformational leadership on Organizational Citizenship Behavior (OCB)	-	,331	2,220	,026	accepted

Based on the table above, it can be seen that the results of testing the influence of transformational leadership on organizational citizenship behavior with trust in leaders and job satisfaction as mediating variables at PT. Bank BRI (Persero) Tbk. Banda Aceh Branch Office. The results of testing the first hypothesis show that transformational leadership has a significant effect on trust in leaders at PT. Bank BRI (Persero) Tbk. Banda Aceh Branch Office. The results of this study are in line with the research of Gillespie and Mann (2004) who find

that the practice of transformational leadership has a positive influence on the team's trust in its leader. The research of Aisha et al. (2015) also found the same result that transformational leadership has a significant effect on trust in leaders.

The results of testing the second hypothesis show that transformational leadership has a significant effect on job satisfaction for employees of PT. Bank BRI (Persero) Tbk. Banda Aceh Branch Office. The results of this study are in accordance with Bagus and Juniarta (2016) who show that transformational leadership has a positive effect on job satisfaction for permanent employees of the Industrial Training Center of the Ministry of Industry of the Republic of Indonesia.

The results of testing the third hypothesis show that trust in the leader has a significant effect on Organizational Citizenship Behavior (OCB). The results of the same study were also found by Aisha et al (2015) which showed that trust in the leadership had an effect on organizational citizenship behavior (OCB) in the Pakistani Banking Sector.

The results of testing the fourth hypothesis show that job satisfaction has a significant effect on organizational citizenship behavior (OCB) on employees of PT. Bank BRI (Persero) Tbk. Banda Aceh Branch Office. The results of research conducted by Bagus and Juniarta (2016) show that job satisfaction had a positive effect on organizational citizenship behavior (OCB) in permanent employees of the Industrial Training Center of the Ministry of Industry of the Republic of Indonesia.

The results of testing the fifth hypothesis show that there is an influence of transformational leadership on organizational citizenship behavior (OCB) on employees of PT. Bank BRI (Persero) Tbk. Banda Aceh Branch Office. The results of this study are in accordance with the research of Aisha et al (2015) which show the results of transformational leadership have a significant effect on Organizational Citizenship Behavior (OCB) in employees in the Pakistan Banking Sector. Akhmad's research (2018) also finds that transformational leadership has a positive effect on Organizational Citizenship Behavior (OCB).

The results of testing the sixth hypothesis show that trust in leaders mediates the effect of transformational leadership on Organizational Citizenship Behavior (OCB). The results of this study are in accordance with the research of Aisha et al. (2015) which explains that trust in leaders mediates the effect of transformational leadership on organizational citizenship behavior (OCB) in the Pakistani banking sector. Research by Nohe and Hertel (2017) also find that trust in leadership partially mediates the positive relationship between transformational leadership and organizational citizenship behavior (OCB).

The results of testing the seventh hypothesis show that job satisfaction mediates the effect of transformational leadership on Organizational Citizenship Behavior (OCB). Research conducted by Nguni et al. (2006) find that job satisfaction is a mediator of the influence of transformational leadership on OCB. Kartono's et al. (2015) research also shows that employee job satisfaction mediates the role between transformational leadership and Organizational Citizen Behavior in PD employees. Cirebon People's Credit Bank (BPR). Similar research results is also found by Tresna (2016) who states that transformational leadership significantly affects OCB with job satisfaction as a mediator variable.

Conclusion and Recommendation

Conclusion

Transformational leadership has a significant effect on trust in leadership, job satisfaction, and organizational citizenship behavior. The variables of trust in leadership and job satisfaction also have a significant effect on organizational citizenship behavior. Job

satisfaction has been shown to mediate the relationship between transformational leadership and organizational citizenship behavior.

Suggestion

For employees of PT. Bank BRI (Persero) Tbk. Banda Aceh Branch Office should continue to improve its discipline and continue to form a strong discipline culture with superiors as role models so that it will create better performance in the future. The leaders of PT. Bank BRI (Persero) Tbk. Banda Aceh Branch Office to continue to provide clear and easy-to-understand directions for subordinates so that work can be completed properly and perfectly and to continue to establish good relationships between fellow subordinates to improve loyal attitudes so that strong trust is formed in the various leadership policies that are implemented.

References

- Akhmad, B. A. (2018). Pengaruh Gaya kepemimpinan Transformasional terhadap Komitmen Afektif dan Normatif, dengan Kepercayaan Pada Pemimpin Sebagai Variabel Mediasi (Studi pada PT. PLN (Persero) Distribusi Jawa Tengah dan D. I. Y). Skripsi, tidak diterbitkan. Semarang: Fakultas Ekonomika dan Bisnis Universitas Diponegoro. *Research Journal of Recent Sciences*, 2(5), 1-8. Retrieved from <http://repository.iainpalopo.ac.id/id/eprint/3397/1/AHMAD%20FAUZI.pdf>
- Ahmed, N., Rasheed, A., & Jehanzeb, K. (2012). An Exploration of Predictors of Organizational Citizenship Behaviour & Its Significant Link to Employee Engagement. *International Journal of Business, Humanities & Technology*, 2(4), 99-106. Retrieved from http://ijbhtnet.com/journals/Vol_2_No_4_June_2012/11.pdf
- Aisha, S., Mehwish, M., Zillae, B., & Sundus, I. (2015). Impact of Leadership Styles on Job Satisfaction and Organizational Commitment. *International Review of Management & Business Research*, 4(3), Part 3, 834-844. Retrieved from <https://www.researchgate.net/publication/315815538>
- Aisyah, L. N., & Wartini, S. (2016). Kehidupan-Kehidupan Kerja Pada Organizational Citizenship Behavior (OCB) Melalui Komitmen Organisasional. *Management Analysis Journal*, 5(3), 229–243.
- Avolio, B. J., & Bass, B. M. (1995). Individual consideration viewed at multiple levels of analysis: A multi-level framework for examining the diffusion of transformational leadership. *Journal Leadership Quarterly*, 6(1), 199-218. Retrieved from <https://www.sciencedirect.com/science/article/pii/1048984395900357>
- Aw, S. (2011). *Komunikasi Interpersonal*. Yogyakarta: Graha Ilmu.
- Bagus, I., & Juniarta, M. (2016). Pengaruh Kepemimpinan Transformasional terhadap Organizational Citizenship Behavior (OCB) melalui Mediasi Kepercayaan kepada atasan & Kepuasan Kerja (Studi pada Pegawai Tetap Balai Diklat Industri Kementerian Perindustrian Republik Indonesia). *Jurnal Buletin Studi Ekonomi*, 21(2), 181–196.
- Baron, R. M., & Kenny, D. A. (1986). Moderator-Mediator Variables Distinction In Social Psychological Research: Conceptual, Strategic & Statistical Considerations. *Journal of Person. Soc. Psychol.*, 51(6), 1173-1182. Retrieved from <https://psycnet.apa.org/buy/1987-13085-001>
- Bass, B. M. (1998). *Transformational Leadership: Industrial, Military, & Educational Impact*. Lawrence Erlbaum Associates, New Jersey: Mahwah Publisher.

- Bass, B. M., & Avolio, B. J. (1994). *Improving Organizational Effectiveness through Transformational Leadership*. Sage. Thousand Oaks.
- Bateman, T. S., & Organ, D. W. (1983). Job Satisfaction & the Good Soldier: The Relationship Between Affect & Employee "Citizenship". *Academy of Management Journal*, 26(4), 587-595. Retrieved from <https://www.jstor.org/stable/255908>
- Bottomley, P., Mostafa, A. M. S., Gould-Williams, J. S., & León-Cázares, F. (2016). The Impact of Transformational Leadership on Organizational Citizenship Behaviours: The Contingent Role of Public Service Motivation. *British Journal of Management*, 27(2), 390-405. Retrieved from <https://psycnet.apa.org/record/2015-28171-001>
- Braun, S., Peus, C., Weisweiler, S., & Frey, D. (2013). Transformational Leadership, Job Satisfaction, & Team Performance: A Multilevel Mediation Model of Trust. *Leadership Journal of Management Quarterly*. 24(2), 270-283. Retrieved from <https://psycnet.apa.org/record/2012-33733-001>
- Burns, J. M. (1978). *Leadership*. New York : Harper & Row.
- Butler, Jr, Cantrell, R. S., & Flick, R. J. (1999). Transformational Leadership Behaviors, Upward Trust, & Satisfaction In Self-Managed Work Teams. *Organization Development Journal*, 17(1), 13-28. Retrieved from <https://psycnet.apa.org/record/1999-10444-001>
- Bycio, P., Hackett, R. D., & Allen, J. S. (1995). Further Assessments of Bass's (1985). Conceptualization of Transactional & Transformational Leadership. *Journal of Applied Psychology*, 80(4), 468-478. Retrieved from <https://psycnet.apa.org/record/1995-42525-001>
- Chahal, H., & Mehta, S. (2010). Antecedents & Consequences Of Organizational Citizenship Behavior (OCB): A Conceptual Framework In Reference To Health Care Sector. *Journal of services research*, 10(2), 26-44. Retrieved from <http://www.sciepub.com/reference/245361>
- Cooper, D. R., Pamela, S. S. (2006). *Metode Riset Bisnis*. Jakarta: PT Media Global Edukasi.
- Cropanzano, R., & Mitchell, M. S. (2005). Social Exchange Theory: An Interdisciplinary Review. *Journal of Management*, 31(1), 874-900. Retrieved from <https://www.researchgate.net/publication/234021447>
- Cunningham, J. B., & MacGregor, J. (2000). Trust & The Design Of Work: Complementary Constructs In Satisfaction & Performance. *Human Relations*, 53, 1575-1591. Retrieved from <https://psycnet.apa.org/record/2001-14651-002>.
- Danim, S. (2003). *Kepemimpinan Transformasional*. Jakarta: Penerbit PT. Rineka Cipta.
- Ferdinand, Agusty. (2006). *Metode Penelitian Manajemen. Pedoman penelitian untuk penulisan Skripsi, Thesis & Disertasi Ilmu Manajemen*, Edisi kedua. Semarang: BP-Universitas Diponegoro.
- Ferdinand, A. (2014). *Metode Penelitian Manajemen*. (5th Ed.). Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, I., & Fuad. (2008). *Structural Equation Modeling*. Semarang: Universitas Diponegoro.
- Ghozali, I. (2006). *Aplikasi Analisis Multivariate dengan Program SPSS (4th Ed.)*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2013). *A primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis A Global Perspective*. (7th Ed.) Pearson.
- Hammer & Organ. (1987). *Organizational Behavior*. Bussiness Publication, Inc.

- Hemphill, J., & Coons, A. (1957). *Development of The Leader Behavior Description Questionnaire*. In R. Stogdill & A. Coons (Eds.). *Leader Behavior. Its Description & Measurement*. Columbus: Bureau for Business Research, Ohio State University. Retrieved from <https://fisher.osu.edu/centers-partnerships/leadership/leader-behavior-description-questionnaire-lbdq>
- Ismaeelzadeh, M. R., Anjomshoa, M. R., & Fard, M. K. (2016). Effect of Transformational Leadership on Organizational Citizenship Behavior in Physical Education Teachers in Mashhad. *Global Journal of Scientific Researches*, 4(5), 86–90.
- Pfiffner, J. M. (1980). *A Theory of Leadership Effectiveness*. New York: McGrawHill.
- Jacobs, T. O., & Jaques E. (1990). *Military Executive Leadership, K.E. Clark M.B. Clark (Dds), Measures Of Leadership*. NJ, Leadership Library of America.
- Jahangir, N., Akbar, M. M., & Haq, M. (2006). Organizational Citizenship Behavior: Is Nature & Antecedent. *BRCA University Journal*. Retrieved from <https://core.ac.uk/download/pdf/61800621.pdf>
- Jha, S. (2014). Transformational Leadership & Psychological Empowerment. *South Asian Journal of Global Business Research*, 3(1), 18-35. Retrieved from <https://www.researchgate.net/publication/263762111>
- Johns, G. (1996). *Understanding & Managing Life at Work : Organizational Behavior (4th Ed)*. New York: Harper Collins College Publishers.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational & Transactional Leadership: A Meta-Analytic Test Of Their Relative Validity. *Journal of Appl. Psychol.*, 89(5), 755-768. Retrieved from <https://psycnet.apa.org/record/2004-19456-002>
- Jung, D. I., & Avolio, B. J. (2000). Opening the Black Box: An Experimental Investigation Of The Mediating Effects Of Trust & Value Congruence On Transformational & Transactional Leadership. *Journal of Organizational Behavior*, 21(8), 949–964. Retrieved from <https://www.jstor.org/stable/3100363>
- Kark, R., Shamir, B., & Chen, G. (2003). The Two Faces of Transformational Leadership: Empowerment & Dependence. *Journal of Appl. Psychol.*, 88, 246-255. Retrieved from <https://psycnet.apa.org/record/2003-03332-007>
- Konovsky, M. A., & Organ, D. W. (1996). Dispositional & Contextual Determinants Of Organizational Citizenship Behavior. *Journal of Organiz. Behav.*, 17, 253-266. Retrieved from <https://psycnet.apa.org/record/1996-04764-004>
- Malhotra, N. K., & Birks, D. F. (2003). *Marketing Research: An Applied Approach*. London: Orientation. Prentice Hall.
- Malhotra, N. K. (2009). *Riset Pemasaran*. Jakarta: PT. Indeks.
- Sudjana, N. (2000). *Teknik Analisis Regresi & Korelasi bagi Para Peneliti*. Bandung: Sinar Baru Algensindo.
- Nasra, M. A., & Heilbrunn, S. (2015). Transformational Leadership & Organizational Citizenship Behavior in the Arab Educational System in Israel. *Educational Management Administration & Leadership*. DOI:10.1177/1741143214549975
- Neuman, W. L. (2000). *Social Research Methods: Qualitative & Quantitative Approach*. Boston: Allyn and Bacon. Retrieved from <https://doi.org/10.1177/00187267005312003>
- Nguni, S., Slegers, P., and Denessen, E. (2016). Transformational and transactional leadership effects on teachers' job satisfaction, organizational commitment, and organizational citizenship behavior in primary schools: *The Tanzanian case*. *School Effectiveness and School Improvement*, 17(2), 145-177. Retrieved from <https://doi.org/10.1080/09243450600565746>

- Niehoff, B. P., & Moorman, R. H. (1993). Justice As A Mediator Of The Relationship Between Methods Of Monitoring & Organizational Citizenship Behavior. *Academy of Management Journal*, 36, 527-556. Retrieved from <https://www.jstor.org/stable/256591>
- Nohe, C., Hertel, G. (2017). Transformational leadership and organizational citizenship behavior: a meta-analytic test of underlying mechanisms. *Front. Psychol.* 8. 1364-1370. Retrieved from <https://doi.org/10.3389/fpsyg.2017.01364>
- Organ, D. W. (1988). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington, MA: Lexington Books
- Organ, D. W. (1990). The Motivational Basis of Organizational Citizenship Behavior. *Research in Organizational Citizenship Behavior*, 12, 23-72. Retrieved from DOI: 10.4236/jhrss.2015.33020
- Palupi, D. A. P., Mardanung, P. C., & Endang, S. (2017). Effect of Leadership on the Job Satisfaction with Organizational Commitment & Trust in Leader as Mediators. *Review of Integrative Business & Economics Research*, 6(4), 505-516. Retrieved from https://sibresearch.org/uploads/3/4/0/9/34097180/riber_6-4_31b17-163_400-408.pdf
- Pawar, B. S., & Eastman, K. K. (1997). The Nature & Implications Of Contextual Influences On Transformational Leadership: A Conceptual Examination. *Academy of Management Review*, 22 (1), 80-109. Retrieved from <https://doi.org/10.2307/259225>
- Podsakof, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- & Organizational-Level Consequences of Organizational Citizenship Behaviors: A Meta-Analysis. *Journal of Applied Psychology*, 94(1),122-141. Retrieved from DOI: 10.1037/a0013079
- Rauch, C. F., & Behling, O. (1984). *Functionalism: Basis For Alternate Approach To The Study Of Leadership*. New York: Pergamon Press.
- Riggio, R. E. (1990). *Introduction to Industrial/ Organizational Psychology*. Illinois: Scott, Foresman, & Company.
- Robbins & Judge. (2015). *Perilaku Organisasi (16th Ed.)*. Jakarta. Salemba Empat.
- Robbins, S. P., & Judge, T. A. 2014. *Buku Perilaku Organisasi Buku 2 (1st Ed.)*. Jakarta: alih bahasa D. Angelica, Ed.). Salemba Empat.
- Rousseau, O. M., Sitkin, S. B. (1998). Not So Different After All: A Cross Discipline View of Trust. *Academy Of Management Review*, 23(1), 17-29. Retrieved from DOI: 10.4236/ajibm.2016.62008
- Salim, D. T. A. (2016). *Pengaruh Kepuasan Kerja & Keterlibatan Kerja Terhadap Organizational Citizenship Behavior (OCB) Pada Karyawan PT Graha Mitra Balindo*. Skripsi Fakultas Ekonomi & Bisnis Universitas Katolik Soegijapranata Semarang. Retrieved from <https://onsearch.id/Record/IOS2679.13407>
- Sanusi, A. (2011). *Metode Penelitian Bisnis*. Jakarta: Salemba Empat.
- Schaubroeck, J., Lam, S. S. K., & Peng, A. C. (2011). Cognition-Based & Affect-Based Trust as Mediators of Leader Behavior Influences on Team Performance. *Journal of Applied Psychol.*, 96(4): 863-871. Retrieved from <https://doi.org/10.1037/a0022625>
- Singh, J. K., & Jain, M. (2013). A Study of Employees Job Satisfaction & its Impact on their Performance. *Journal of Indian Research*, 10(5), 118-130. Retrieved from DOI:10.26458/1924

- Sobel, M. E. (1982). *Asymptotic Confidence Intervals for Indirect Effects in Structural Equation Models*. In S. Leinhardt (Ed.), *Sociological Methodology*. Washington DC: American Sociological Association. Retrieved from <https://www.jstor.org/stable/270723>
- Stone, G. A, Russel, R. F., & Patersson, K. (2004). Transformational Versus Servant Leadership: A Difference in Leader Focus. *The Leadership & Organization Development Journal*, 25(4), 349-361. Retrieved from <https://doi.org/10.1108/01437730410538671>
- Tresna, P. W. (2016). The Influence of Transformational Leadership to Organizational Citizenship Behavior with Job Satisfaction as Mediator Variable (Study about Leadership of the Chairmen at Three Universities in Tasikmalaya). *Review of Integrative Business and Economics Research*, 5(2), 295-303. Retrieved from <https://scholar.google.co.id/citations?user=6V-BiCIAAAAJ&hl=en>
- Sekaran, U. (2008). *Metodologi Penelitian untuk Bisnis*. Jakarta: Salemba Empat.
- Walumbwa, F. O., & Hartnell, C. A. (2011). Understanding Transformational Leadership employee Performance Links: The Role Of Relational Identification & Self-Efficacy. *Journal of Occupational Organiz. Psychol.*, 84(1), 199-202. DOI:10.1080/1359432X.2019.1615453
- Wei, H. (2003). A social exchange model of subordinate's trust in supervisor. *Proceeding of the Annual Meeting of the Academy of Management*, Seattle, CA. Retrieved from https://ink.library.smu.edu.sg/lkcsb_research/1715/
- Whitener, E. M., Brodt, S. E., Korsgaard, M. A., & Werner, J. M. (1998). Manager as Initiator of Trust : An Exchange Relationship Framework for Understanding Managerial Trustworthy Behavior. *The Academy Of Management Review*, Mississippi State, 23(1), 3-11. Retrieved from <https://doi.org/10.2307/259292>
- Williams L., & Anderson, S. (1991). Job Satisfaction & Organizational Commitment as Predictors Of Organizational Citizenship And In-Role Behaviors. *Journal of Management*, 17(3), 601–617. Retrieved from <https://doi.org/10.1177/014920639101700305>
- Wirawan. (2013). *Kepemimpinan: Teori, Psikologi, Perilaku Organisasi, Aplikasi & Penelitian*. (1st Ed.). Cetakan kedua. Jakarta: PT. Rajagrafindo Persada.
- Yukl, G. A. (1998). *Kepemimpinan Dalam Organisasi. Edisi Bahasa Indonesia*. Jakarta: Victory Jaya Abadi.
- Yulk, G. A. (1989). *Leadership in Organization*. New Jersey: Prentice Hall.
- Yulk, G. A. (2009). *Leadership in Organization*. Jakarta: PT. Bhuana Ilmu Populer.