THE INFLUENCE OF KNOWLEDGE SHARING, TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB) AND JOB SATISFACTION IN THE MSMEs SECTOR IN MINAHASA

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ABSTRACT
Purpose: The purpose of this research is to analyze the relationship between transformational leadership on organizational citizenship behavior (OCB), transformational leadership on job satisfaction, job satisfaction on OCB, knowledge sharing on OCB, knowledge sharing on job satisfaction.

Theoretical Framework: Several research studies have explored the correlation between job satisfaction and knowledge sharing within the tourism industry, these findings indicate that the sharing of knowledge can have a beneficial effect on job satisfaction within the MSMEs Sector.

Design/Methodology/Approach: This research method is quantitative through surveys, data obtained by distributing online questionnaires via social media to respondents. The respondents of this study were 378 MSMEs Sector in Minahasa who were determined by simple random sampling.

Findings: Employee trust in superiors has been proven to mediate the relationship between transformational leadership style and OCB, so management or the authorities are advised to be more selective in giving promotions to get officials who have competencies that are in accordance with their positions, have high integrity and have concern for their subordinates. In addition, officials or leaders whose competence is still lacking need to be improved through training. Job satisfaction has been proven to mediate the relationship between transformational leadership style and OCB, so that leaders or management is advised to pay more attention to aspects of job satisfaction, both intrinsic and extrinsic job satisfaction of employees.

Research, Practical & Social Implications: We suggest a future research agenda and highlight the contribution it makes to job satisfaction.

Originality/Value: The results indicate to deepen the study on OCB, it is also recommended for further research to examine each dimension of OCB.

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A INFLUÊNCIA DO COMPARTILHAMENTO DE CONHECIMENTO, LIDERANÇA TRANSFORMACIONAL NO COMPORTAMENTO DE CIDADANIA ORGANIZACIONAL (OCB) E SATISFAÇÃO NO TRABALHO NO SETOR DE MPME EM MINAHASA

RESUMO
Objetivo: O objetivo desta pesquisa é analisar a relação entre liderança transformacional no comportamento de cidadania organizacional (OCB), liderança transformacional na satisfação no trabalho, satisfação no trabalho no OCB compartilhamento de conhecimento no OCB, compartilhamento de conhecimento na satisfação no trabalho

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The Influence of Knowledge Sharing, Transformational Leadership on Organizational Citizenship Behaviour (OCB) and Job Satisfaction in the Msmes Sector in Minahasa

Referencial Teórico: Vários estudos de investigação exploraram a correlação entre a satisfação no trabalho e a partilha de conhecimento na indústria do turismo. Estas conclusões indicam que a partilha de conhecimentos pode ter um efeito benéfico na satisfação profissional no setor das MPME.

Desenho/Metodologia/Abordagem: Este método de pesquisa é quantitativo por meio de pesquisas, dados obtidos por meio da distribuição de questionários online nas redes sociais aos entrevistados. Os entrevistados deste estudo foram 378 setores de MPMEs em Minahasa, que foram determinados por amostragem aleatória simples.

Resultados: Foi comprovado que a confiança dos funcionários nos superiores medeia a relação entre o estilo de liderança transformacional e o OCB, portanto, a administração ou as autoridades são aconselhadas a serem mais seletivas na concessão de promoções para obter funcionários que tenham competências que estejam de acordo com suas posições, tenham alta integridade e se preocupam com seus subordinados. Além disso, os funcionários ou líderes cujas competências ainda são insuficientes precisam de ser melhorados através de formação. Foi comprovado que a satisfação no trabalho medeia a relação entre o estilo de liderança transformacional e o OCB, de modo que os líderes ou a gestão são aconselhados a prestar mais atenção aos aspectos da satisfação no trabalho, tanto a satisfação intrínseca como extrínseca dos funcionários.

Pesquisa, Implicações Práticas e Sociais: Sugerimos uma agenda de investigação futura e destacamos o contributo que esta dá para a satisfação no trabalho.

Originalidade/Valor: Os resultados indicam que para aprofundar o estudo sobre OCB, recomenda-se também que novas pesquisas examinem cada dimensão do OCB.

Palavras-chave: Compartilhamento de Conhecimento, Liderança Transformacional, Comportamento de Cidadania Organizacional (OCB) e Satisfação no Trabalho.

LA INFLUENCIA DEL INTERCAMBIO DE CONOCIMIENTOS, EL LIDERAZGO TRANSFORMACIONAL EN EL COMPORTAMIENTO DE CIUDADANÍA ORGANIZACIONAL (OCB) Y LA SATISFACCIÓN EN EL TRABAJO EN EL SECTOR DE LAS MIPYME EN MINAHASA

RESUMEN

Objetivo: El objetivo de esta investigación es analizar la relación entre el liderazgo transformacional y el comportamiento cívico organizativo (CCO), el liderazgo transformacional y la satisfacción laboral, la satisfacción laboral y el CCO, el intercambio de conocimientos y el CCO, y el intercambio de conocimientos y la satisfacción laboral.

Antecedentes Teóricos: Varias investigaciones han analizado la correlación entre la satisfacción laboral y el intercambio de conocimientos en el sector turístico. Estos resultados indican que el intercambio de conocimientos puede tener un efecto beneficioso sobre la satisfacción laboral en el sector de las microempresas y las PYME.

Diseño/Metodología/Enfoque: Este método de investigación es cuantitativo a través de encuestas, datos obtenidos mediante la distribución de cuestionarios en línea en las redes sociales a los encuestados. Los encuestados en este estudio fueron 378 sectores MIPYME de Minahasa, que se determinaron mediante muestreo aleatorio simple.

Resultados: Se comprobó que la confianza de los empleados en los superiores medía la relación entre el estilo de liderazgo transformacional y el OCB, por lo tanto, se aconseja a la gerencia o autoridades ser más selectivos en el otorgamiento de ascensos para obtener empleados que tengan competencias acordes a sus cargos, posean alta integridad y tengan un alto nivel de confianza en sus superiores.

Consecuencias para la Investigación, la Práctica y la Sociedad: Se sugiere una futura agenda de investigación y se destaca su contribución a la satisfacción laboral.

Originalidad/Valor: Los resultados indican que, para profundizar en el estudio del OCB, también se recomienda que nuevas investigaciones examinen cada una de sus dimensiones.

Palabras clave: Compartir Conocimientos, Liderazgo Transformacional, Comportamiento Cívico Organizativo (OCB) y Satisfacción Laboral.

INTRODUCTION

According to Rumana et al. (2020) Job satisfaction within the tourism industry is affected by a range of factors, one of which is the sharing of knowledge. Several research studies have explored the correlation between job satisfaction and knowledge sharing within
the tourism industry. Parveen et al. discovered that job satisfaction in the MSMEs Sector is influenced by various factors, such as payment and benefits, career progression and development, the nature of the work itself, leadership, and effective communication. Additionally, Nursanti et al. determined that job satisfaction has a partial impact on organizational citizenship behavior, which in turn affects the sharing of knowledge (Adelaida et al., 2018). Kucharska and Bedford also revealed that job satisfaction acts as a mediator in the relationship between company culture, which includes knowledge sharing, and company performance (Belkıs et al., 2015). These findings indicate that the sharing of knowledge can have a beneficial effect on job satisfaction within the MSMEs Sector. According to Hamid et al. (2022) Knowledge sharing for employees is a process or step to provide space for members of a group in an MSMEs Sector in Minahasa to share their knowledge and information with other members. With the implementation of knowledge sharing properly, it will be able to help MSMEs Sector to achieve their goals. According to Adil et al. (2021); Arifiani et al. (2020); Al-Mamary (2021); Hamid et al. (2022) the application of knowledge sharing for employees is also useful for strengthening the relationship between employees, namely employees who are more senior and have more and longer work experience in MSMEs Sector, with new employees who may have just been accepted in MSMEs Sector and still have little experience and knowledge about the realities that occur in the Islamic school.

According to Adil et al. (2021); Budur and Poturak (2021) The role of Organizational Citizenship Behavior (OCB) is considered vital and determines organizational performance in bureaucratic reform as currently being carried out in various government agencies including MSMEs Sector. Podsakoff et al. (2000) stated that OCB has an important role for organizational effectiveness, because with OCB organizations can adapt well to the ever-changing business environment. According to Udur and Poturak (2021) states that organizations can change for the better if organizational members are able to show teamwork. Teamwork can be displayed by individuals who display extra-role behavior which is also known as OCB, thus it is very important for organizations to form employee OCB, because without OCB, the organization will not be optimal in achieving its vision and mission or can even hinder organizational development. Organs et al. (2006:8) states that OCB is an individual behavior that is not regulated in the organization and is not directly rewarded through the formal payroll system but is very influential on the efficiency and effectiveness of the organization. The effectiveness of the role of a leader is needed so that the OCB of employees is shown well. Ismail et al. (2011) stated that more and more organizations are changing their leadership paradigm to
transformational from transactional leadership so that organizations can achieve their goals. Transformational leaders pay attention to the self-development needs of their followers, guide their subordinates to see and solve problems from a new perspective, and are able to motivate followers to achieve common goals by working harder. According to Adil et al. (2021) stated that an effective leader is one who gains the trust of his followers. According to Budur and Poturak (2021); Hamid et al. (2022) stated that, one of the main reasons why followers are motivated by transformational leaders to perform beyond expectations is that followers trust and respect their leader Mohammad et al. (2011) examines empirical research which states that employee satisfaction is an important factor influencing OCB. According to Al-Mamary (2021) states that almost all transformational leadership research postulates that transformational leaders increase follower satisfaction, so satisfaction emerges as a potential mediator of the impact of transformational leader behavior on followers' OCB. According to Nurhidayati et al. (2021); Purwanto et al. (2021); Singgih et al. (2020); Trong (2017) Followers of transformational superiors have respect, loyalty, trust and admiration for superiors and are motivated to do OCB. The effect of transformational leadership on OCB is mediated by trust in superiors and followers. Transformational leadership style has a positive and significant effect on employee satisfaction.

METHODOLOGY

This research method is quantitative through surveys, data obtained by distributing online questionnaires via social media to respondents. The respondents of this study were 378 MSMEs Sector in Minahasa who were determined by simple random sampling. The questionnaire was designed using a Likert scale of 1 to 7. Analysis of the research data used structural equation modeling (SEM) with SmartPLS 3.0 software tools. The stages of data processing in this study were validity testing, reliability testing and hypothesis testing. The independent variables of this study are Knowledge Sharing, and Transformational Leadership, the intervening variable is OCB and the dependent variable is Job Satisfaction

The research hypothesis is

H1: Transformational Leadership has a positive and significant effect on OCB
H2: Transformational Leadership has a positive and significant effect on job satisfaction
H3: Job satisfaction has a positive and significant effect on OCB
H4: Knowledge Sharing has a positive and significant effect on OCB
H5: Knowledge Sharing has a positive and significant effect on job satisfaction
Nelwan, O. S., Lengkong, V. P. K. (2024)
The Influence of Knowledge Sharing, Transformational Leadership on Organizational Citizenship Behaviour (OCB) and Job Satisfaction in the MSMEs Sector in Minahasa

RESULT AND DISCUSSION

Validity Test

Based on the results of data processing, the following are the results of the validity test in this study. In Figure 2, all question items have a factor loading greater than 0.7 and the AVE value for each variable is greater than 0.5, so no items are excluded. The results of the test show that all items from the instrument pass the convergent validity test.

Figure 1. Research Model

Source: Smart PLS analysis results (2023)

Figure 2. Validity Test

Source: Smart PLS analysis results (2023)
After the phase 2 validity test was carried out, it was seen that all the constructs in the study were valid.

Reliability Test

To see the reliability results, it can be seen that the Average Variance Extract (AVE) value must be above 0.5 and the Composite Reliability must be above 0.7 (Purwanto et al., 2021). In this study the reliability test was carried out using two methods, namely Cronbach's alpha and Composite reliability. Cronbach's alpha measures the lower limit of the reliability value of a construct, while Composite reliability measures the actual value of the reliability of a construct. Composite reliability is considered better in estimating the internal consistency of a construct. Based on this opinion, this study uses Composite reliability to test reliability. The rule of thumb is that the alpha value or Composite reliability must be greater than 0.7 even though a value of 0.6 is still acceptable. Table 1 below shows the value of Cronbach's alpha and Composite reliability.

<table>
<thead>
<tr>
<th>Table 1. Reliability Test</th>
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<tr>
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<tr>
<td>Transformational Leadership</td>
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<tr>
<td>OCB</td>
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<td>Knowledge Sharing job satisfaction</td>
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</tbody>
</table>

Source: Smart PLS analysis results (2023).

Based on table 1, it is known that the AVE value is above 0.5 and the Composite Reliability value is above 0.7, so that all variables meet the reliability requirements. Table 1 above shows that the value of all variables in the reliability test using either Cronbach's Alpha or Composite reliability has a value of > 0.70, and validity testing using AVE (Average Variance Extracted) has a value of > 0.50. Therefore, it can be concluded that the variables tested are valid and also reliable, so that it can be continued to test the structural model

Hypothesis Test

To find out the effect between variables, the bootstrapping method is used. The bootstrapping approach represents nonparametric for the precision of the estimation. In the PLS method, the decision making to accept or reject a the hypothesis is based on the significance value (P Value), and the T-table value. In the SmartPLS application, the significance value can
be determined by looking at the parameter coefficient values and the t-statistical significance values. The criterion for accepting or rejecting the hypothesis is if the significance value of the t-value is > 1.96 and/or the p-value is <0.05 at a significance level of 5% (α5%) then Hₐ is accepted and H₀ is rejected, otherwise if the t-value is <1.96 and/or the p-value > 0.05 at a significance level of 5% (α 5%) then Hₐ is rejected and H₀ is accepted.). The following are the hypotheses proposed in this study:

The test results of all hypotheses shown in table 2 show that all hypotheses are accepted because they have a t-statistic value of more than 1.96 and a p-value < 0.05

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>T Statistics</th>
<th>P Values</th>
<th>Conclusion</th>
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<tbody>
<tr>
<td>Transformational Leadership on OCB</td>
<td>3.580</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>Transformational Leadership on job satisfaction</td>
<td>3.589</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>Job satisfaction on OCB</td>
<td>3.857</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>Knowledge Sharing on Job Satisfaction</td>
<td>5.392</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>Knowledge Sharing on OCB</td>
<td>3.677</td>
<td>0.000</td>
<td>Supported</td>
</tr>
</tbody>
</table>

Source: Smart PLS analysis results (2023).
The Influence of Knowledge Sharing, Transformational Leadership on Organizational Citizenship Behaviour (OCB) and Job Satisfaction in the MSMEs Sector in Minahasa

The Correlation of Transformational Leadership on OCB

Based on the results of the hypothesis test, the t value was 3,580 > 1.96, so it was concluded that transformational leadership has a positive and significant effect on OCB. The research conducted by Nurjanah et al. (2020); Nugroho et al. (2020); Novianti (2021) which proves that transformational leadership style has a significant positive relationship to subordinate OCB. According to Nugroho et al. (2020); Novianti (2021) transformational leadership has effectiveness different in various situations. Transformational leadership has a greater influence on smaller groups of followers than in complex organizations. According to Singgih et al. (2020); Trong (2017) Transformational leadership is more effective when the leader can interact with employees and make decisions directly. This possibility is one of the factors that lead to the different findings in this study where transformational leadership is not able to directly influence OCB. According to Lin et al. (2014); Nasra and Heilbrunn (2016) explains that transactional leadership behavior is found in the process of short-term exchange, or give and take between leaders and followers. According to Nurjanah et al. (2020); Nugroho et al. (2020); Novianti (2021) also states that managers consider both in-role and extra-role behavior when evaluating employee performance, managers also recognize employee achievements in both areas, in-role behavior as well as extra roles. This causes employees to see OCB performance as a means of obtaining recognition and appreciation, and this motivates employees to do OCB. This condition also happened at the Industrial Training Center, superiors will consider in-role and extra-role behavior when evaluating employee performance.

The Correlation of Transformational Leadership on Job Satisfaction

Based on the results of hypothesis testing, the t value is 3,589 > 1.96, so it is concluded that Transformational Leadership has a positive and significant effect on job satisfaction. According to Lin et al. (2014); Nugroho et al. (2020); Novianti (2021) transformational leadership has a positive influence on job satisfaction. The better the transformational leadership style of the leader, the better the level of employee job satisfaction in MSMEs Sector and vice versa. Transformational leaders create pride and trust in subordinates, inspire and motivate subordinates, foster creativity and innovation of subordinates, treats subordinates as individuals and always gives direction to subordinates, creates positive feelings for subordinates towards their work. This research is in line with Lin et al. (2014); Nasra and Heilbrunn (2016); Nurjanah et al. (2020); Nugroho et al. (2020); Novianti (2021) which proves that transformational leaders have followers who are more satisfied with their work.
The Influence of Knowledge Sharing, Transformational Leadership on Organizational Citizenship Behaviour (OCB) and Job Satisfaction in the MSMEs Sector in Minahasa

The Correlation of Job Satisfaction on OCB

Based on the results of the hypothesis testing, the t value was 3.857 > 1.96, so it was concluded that Job satisfaction has a positive and significant effect on OCB. Employee job satisfaction has a positive effect on OCB. Employees who are satisfied with their work have high OCB behavior, and vice versa. Employees who get job satisfaction will be motivated to do jobs that are not in their job descriptions. Intrinsic job satisfaction includes: a job that allows doing things different from time to time, jobs that are recognized in the community or community, jobs that match the skills possessed and extrinsic job satisfaction, including: the way superiors treat subordinates well, the ability of superiors to make good decisions, company regulations are strictly enforced, opportunities for self-development and opportunities to get promotions will increase the OCB of employees. According to Lin et al. (2014); Nugroho et al. (2020); Novianti (2021) Satisfied employees tend to talk about positive things about their organization, help other coworkers and try to achieve results beyond their job requirements, this is done because they want to give rewards for the good experiences they have had. feel. The results of this study are in line with; Nurjanah et al. (2020); Nugroho et al. (2020) that job satisfaction has a significant positive relationship with OCB. Krishnan et al. (2009) stated that extrinsic job satisfaction and intrinsic job satisfaction had a significant positive effect on staff OCB.

The Correlation of Knowledge Sharing and OCB

Based on the results of the hypothesis test, the t value is 5.3392 > 1.96, so it is concluded that Knowledge Sharing has a positive and significant effect on OCB. Knowledge sharing according to Singgih et al. (2020); Trong (2017) is a systematic process in sending, distributing, and disseminating knowledge and multidimensional contexts between individuals or between organizations through various methods or media. These activities can be said to be closely related as the ability of each individual to be able to innovate increases. Several measures that can be considered as the ability or capability to innovate, namely the ability to be able to integrate, adapt, and also manage all of the skills, competencies, and resources. The role of MSMEs Sector in emphasizing the application of knowledge sharing for their employees is very important, because through the process of implementing knowledge sharing, knowledge can be disseminated, implemented, and also developed. The application of knowledge sharing is in line with the performance process in MSMEs Sector.
The Correlation of Knowledge Sharing and Job satisfaction

Based on the results of the hypothesis test, the t value is 3.677 > 1.96, so it is concluded that Knowledge Sharing has a positive and significant effect on job satisfaction. This is evidenced by the statement of Singgih et al. (2020); Trong (2017), namely the better the application of knowledge sharing will increase process innovation and product quality through the use of new technology, the performance of MSMEs Sector will increase. So it can be concluded that knowledge sharing is a process of sharing and distributing knowledge between one individual to another which can be useful for stimulating each individual to think more creatively and effectively so that it has an impact on the creation of an increase in the performance of MSMEs Sector. Knowledge sharing can also help employees to be able to solve problems that occur in daily work activities. According to Nurhidayati et al. (2021); Purwanto et al. (2021); Singgih et al. (2020); Trong (2017) stated that through knowledge sharing there will be maximum exploitation of a knowledge. In addition to exploiting knowledge optimally, knowledge sharing can also open up opportunities to explore knowledge to obtain or create new knowledge. Therefore, the application of a good culture of knowledge sharing between employees is very much needed, so that information about developments from inside and outside the environment can be spread evenly to all parts and levels within MSMEs Sector.

The analysis shows that employee job satisfaction mediates the relationship between transformational leadership and OCB. The better transformational leadership style can increase employee job satisfaction, so that it can improve employee OCB behavior. Based on the results of the analysis also shows that job satisfaction fully mediates the relationship between transformational leadership and OCB. The application of transformational leadership style is not able to influence OCB directly, but the application of transformational leadership style can influence employee job satisfaction and job satisfaction will affect OCB behavior. This research is in line with According to Nurhidayati et al. (2021) found that the effect of transformational leadership on OCB was indirect, mediated by job satisfaction. The same thing was also stated by Purwanto et al. (2021) who found that job satisfaction was a mediator of the influence of transformational leadership on OCB.

The implications of the results of this study include two things, namely, theoretical implications and practical implications that emphasize the real benefits of research results to improve employee organizational citizenship behavior in MSMEs Sector in Minahasa. Through increased job satisfaction and organizational commitment. Some implications of the results of this study are factors related to organizational citizenship behavior in this study, namely job
satisfaction and organizational commitment. Theoretical implications related to organizational citizenship behavior consistently strengthen previous theories that job satisfaction and organizational commitment affect organizational citizenship behavior of employees. In addition, the organizational commitment variable is able to mediate between job satisfaction and organizational citizenship behavior. The more employees feel job satisfaction, the more they will be able to increase their organizational commitment and the employee's organizational commitment has an important role in increasing employee organizational citizenship behavior. This is because employees who have organizational commitment to the company are employees who are satisfied with their jobs. This supports the research that has been disclosed in the research hypothesis, it can be concluded that research this supports and clarifies the relationship between the variables of job satisfaction, organizational commitment and organizational citizenship behavior of MSMEs Sector in Minahasa.

According to Nurhidayati et al. (2021); Singgih et al. (2020); Trong (2017) define OCB as individual voluntary behavior (in this case employees) which is not directly related to rewards, but contributes to organizational effectiveness. In other words, OCB is the behavior of an employee not because of the demands of his duties but more on his volunteerism. Azizollah, et al. (2014, p. 252) mention that OCB refers to behaviors that are intended to help co-workers, supervisors or organizations and include actions such as helping co-workers, trying to increase morale, volunteering for work that is not part of the description, work, speak positively about the organization to outsiders and suggest improvements in the organization's functioning. According to Oplatka (2009, p. 380) in his study states OCB refers to several elements such as voluntary, beyond what is required, formal task behavior, behavior based on personal choices; behavior directed toward other people or the organization and avoiding behavior that is harmful to the organization. According to Trong (2017) defines OCB as a set of discretionary work behaviors that exceed one's job requirements. They are often described as behaviors that go beyond the call of duty. Organizational Citizenship Behavior (OCB) according to According to Singgih et al. (2020); Trong (2017) includes: (1) Altruism, namely the behavior of helping other employees without any coercion on tasks closely related to organizational operations, (2) Civic Virtue, showing voluntary participation and support for organizational functions both professionally and socially naturally, (3) Conscientiousness, contains the performance of role prerequisites that exceed the minimum standard, (4) Courtesy, is behavior to alleviate problems related to with work that is Organizational Citizenship
Behavior (OCB) and (5) Sportsmanship, which contains about taboos on creating damaging issues even though they feel irritated.

According to Sefidan et al. (2021) revealed that the factors that play a role in the emergence of organizational citizenship behavior are job satisfaction, perceived fairness, employees' perceptions of the breadth of their work, as well as promotions and salary increases. Of the various factors mentioned above, one of the OCB factors, namely job satisfaction, still needs to be studied further because there is still question about its relationship with OCB. As stated by Purwanto et al. (2021); Qurtubi et al. (2022); Istiqomah et al. (2021); Sefidan et al. (2021) that industrial and organizational psychology psychologists are also interested in the question of whether job satisfaction is related to other aspects of work, such as attendance, OCB, and performance. Whether happy workers are more productive workers remains a matter of debate, as discussed in the critical controversies section. Connect (2011) has cited various research results, and said that from several previous studies, it was found that there were still differences in the findings between job satisfaction and OCB, so it still needs to be re-examined the relationship between the two variables. significant job satisfaction on OCB, and there is no relationship or no effect of job satisfaction on OCB. The results of the research on the relationship between job satisfaction and OCB were found by According to Pattnaik et al. (2021) showed that the relationship between job satisfaction and organizational citizenship behavior was analyzed using multiple regression. Analysis using multiple regression was used to test the significance of the effect of the independent variables jointly on the dependent variable showing insignificant results.

CONCLUSION

The results of this study is transformational leadership has a positive and significant effect on OCB, transformational leadership has a positive and significant effect on job satisfaction, job satisfaction has a positive and significant effect on OCB, knowledge sharing has a positive and significant effect on OCB, knowledge sharing has a positive and significant effect on job satisfaction of MSMEs Sector in Minahasa. Transformational leadership has no effect on OCB, improved superior's transformational leadership style does not means to increase employee OCB behavior. Transformational leadership has a positive effect on trust in superiors. Transformational leadership has a positive effect on employee job satisfaction. The higher the application of transformational leadership, the higher the job satisfaction felt by employees. Employee trust in superiors has a positive effect on employee OCB. Higher
employee trust in superiors will increase employee OCB. Employee job satisfaction has a positive effect on employee OCB. The higher the job satisfaction felt by employees, the higher the OCB of employees. Employee trust to superiors mediates the influence of transformational leadership on OCB. Employee job satisfaction mediates the effect of transformational leadership on OCB. Transformational leadership does not have a direct effect on OCB, but has an indirect effect directly through employees' trust in their superiors and employee job satisfaction. MSMEs Sector pay more attention to the dimensions of transformational leadership, employee confidence in their superiors and the achievement of employee job satisfaction. Based on the results of this study, policy makers are expected to improve employee performance through extra role behavior or OCB. Theoretically, this research implies that transformational leadership style affects OCB indirectly. Indirect relationships can occur through mediation of employee trust in their superiors and employee job satisfaction, where someone will do OCB if the employee first believes in his boss and feels satisfied with his work, because someone who does not trust his boss and is not satisfied with his job tends to be lazy to do it. Employee trust in superiors has been proven to mediate the relationship between transformational leadership style and OCB, so management or the authorities are advised to be more selective in giving promotions to get officials who have competencies that are in accordance with their positions, have high integrity and have concern for their subordinates. In addition, officials or leaders whose competence is still lacking need to be improved through training. Job satisfaction has been proven to mediate the relationship between transformational leadership style and OCB, so that leaders or management is advised to pay more attention to aspects of job satisfaction, both intrinsic and extrinsic job satisfaction of employees. To deepen the study on OCB, it is also recommended for further research to examine each dimension of OCB.

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