Article

The role of transformational leadership, job satisfaction and organizational commitment on organizational citizenship behavior (OCB) of SMEs employees in the digital era

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Abstract: The purpose of this research is to investigate the relationship between transformational leadership variables and organizational citizenship behavior (OCB) variables, investigate the relationship between job satisfaction variables and organizational citizenship behavior (OCB), and investigate the relationship between organizational commitment variables and organizational citizenship behavior (OCB). This research method uses quantitative methods. In this study, the researchers used a simple random sampling technique with a sample size of 368 SMEs employee. The data collection method for this research is by distributing an online questionnaire designed using a Likert scale of 1 to 7. The data analysis technique uses Partial Least Square—Structural Equation Modeling (PLS-SEM) and data analysis tools use SmartPLS software version 3.0. The stages of data analysis are validity testing, reliability testing and hypothesis testing. The independent variables in this research are transformational leadership, job satisfaction and organizational commitment, while the dependent variable is organizational citizenship behavior (OCB). The results of this research are that transformational leadership has a positive influence on organizational citizenship behavior (OCB), Job Satisfaction has a positive influence on organizational citizenship behavior (OCB) and organizational commitment has a positive influence on organizational citizenship behavior (OCB). The theoretical implications of this research support the results of previous research that transformational leadership, job satisfaction, and organizational commitment make a positive contribution to increasing organizational citizenship behavior in SME employees. The practical implication of this research is that SME owners apply transformational leadership, create work breadth and create organizational commitment within the SME organization to support increasing employee organizational citizenship behavior so that it can encourage increased performance and competitiveness of SMEs.

Keywords: transformational leadership; job satisfaction; organizational commitment; organizational citizenship behavior; SME employees; digital era

1. Introduction

Entering the era of globalization, changes are happening so fast. The same applies to businesses, especially SMEs. Many businesses have undergone restructuring due to shifting economic conditions and technological advances. The

most valuable resource in a company is its human resources because it is from this source that SMEs are managed, maintained and developed to meet current demands. Therefore, it is important to think about, maintain and develop human resources (Nurjanah et al., 2020). Human resources, better known as employees, are an important element in a business entity, as resources owned by a business entity have an important role in achieving the goals of a business entity. To obtain quality human resources in the real sense, where the work carried out will produce what is desired, human resources must continue to be developed (Purwanto et al., 2021). As a result, the required behavior has a formal description and is not formally explained by employees. In this digital era, the management of SMEs' human resources must receive more attention from the company, for this is because whether the employee's performance is good or not will have a direct influence on the company's effectiveness. Therefore, one of the things that must be developed within the company to support the achievement of maximum results is to build organizational citizenship behavior (OCB) (Tian et al., 2020).

HR with good quality will work optimally and professionally for both jobs that have been formally described and jobs that have not been described towards achieving SMEs goals. Human resources who are able to work beyond the targets expected by the organization are employees who are always loyal and obedient to the organization. These are the people who have behavior that always follows SMEs regulations. The concept of transformational leadership integrates ideas developed in the character, style and contingency approaches and transformational leadership further increases the motivation and performance of followers by making them more aware of the importance of work results, encouraging them to prioritize the organization rather than self-interest and stimulating their needs higher than transactional leadership where transactional leadership only motivates followers for the sake of the leader himself. Apart from transformational leadership, companies must also do something so that their employees can contribute to the company and remain loyal to the company (Khaola and Rambe, 2020). One way that companies can do this is by empowering their employees. Previously, employees only received orders from their managers or superiors and carried out according to orders. But as human relations develop, this begins to change, where SMEs managers gradually share or give authority to their employees and move towards empowerment. Employees can also turn the organization into a learning environment so that they can continuously improve their abilities and achieve the desired results (Khan et al., 2020).

In general, job satisfaction is a comparison made by employees between the contributions made in carrying out work and the benefits received from that work (Qalati et al., 2020). Employees with high organizational commitment have a strong attachment to the organization so that they can increase organizational citizenship behavior (OCB) (Tian et al., 2020). Job satisfaction is an emotional state that is pleasant or unpleasant towards work, job satisfaction (Lee et al., 2023). The purpose of this research is to investigate the relationship between transformational leadership variables and organizational citizenship behavior (OCB) variables, investigate the relationship between job satisfaction variables and organizational citizenship behavior (OCB) and investigate the relationship between organizational commitment

variables and organizational citizenship behavior (OCB)

2. Literature review and hypothesis development

2.1. Transformational leadership

Transformational leadership is a leadership style carried out by leaders by motivating and empowering the people they are responsible for working together to realize the company's vision (Tian et al., 2020). Definitively, transformational leadership is a form of values, beliefs and needs that includes change as a form of breakthrough (Elmi et al., 2020). A leader with a transformational style is believed to be able to influence employee performance as a whole. A leader who applies transformational leadership usually has a visionary view and is also able to facilitate employees or subordinates to hone the necessary skills (Cho and Kao, 2023). A person with transformational leadership becomes a role model or role model for his employees. This will certainly make employees feel motivated and develop according to their role models (Novitasari, 2020). So that they can increase employee productivity and advance the company at the same time. Transformational leadership is a leadership style that favours closeness and deep connections (Al-Mamary, 2021). So that employees will feel that there is no gap with their superiors. This will, of course, ensure that communication is well-established and can work effectively and efficiently (Hai et al., 2020). A leader with transformational leadership is a person who is not rigid and always wants to innovate. This leader is not afraid to express opinions that feels can help advance and develop the company.

2.2. Organizational citizenship behavior (OCB)

Organizational citizenship behavior (OCB) is additional or additional behavior and is not part of the formal work obligations of an organization member (Nurjanah et al., 2020). Organizational citizenship behavior (OCB) is independent individual behavior, not directly related to main obligations and Organizational citizenship behavior (OCB) can improve organizational performance. OCB is the behavior of organizational members that exceeds the main role requirements (Soetjipto et al., 2021). OCB is behavior that exceeds formal obligations that is not related to direct compensation and rewards, OCB is the condition of employees who provide added value to the work they are assigned and add value to the company. Discretionary individual behavior is not directly or explicitly recognized in the reward system and in promoting the effective functioning of the company. OCB is also referred to as extra role behavior because the behavior provided by employees exceeds main task. OCB is a behavior employee who go above and beyond the tasks assigned by the company without expecting compensation (Qurtubi, 2022). Organization members who behave OCB do not expect salaries in the form of money or certain bonuses. Organizational citizenship behavior (OCB) is more of an individual's social behavior to work beyond what is expected, such as willing to help colleagues during breaks or outside working hours voluntarily.

2.3. Job satisfaction

Job satisfaction is a positive attitude of workers including their feelings and behavior towards their work through an assessment of one's work as a sense of appreciation for achieving one of the important values of work (Zulkarnain, 2020). Job satisfaction is an employee's emotional state that is pleasant or unpleasant towards work, Job satisfaction is an effectiveness or emotional response to various aspects of work, a general attitude towards one's work that shows the difference between the amount of appreciation received by the worker and the amount they believe they should receive. Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters involving physical and psychological factors (Sutrisno et al., 2023). Job satisfaction is an employee's attitude towards their work which can be positive or negative, satisfied or dissatisfied. An employee who is satisfied will work optimally to improve organizational performance, make positive contributions, and stay with the company. Conversely, dissatisfied employees will be unmotivated and often absent, experience stress that annoys coworkers, and will look for another job in another organization. Job satisfaction is an attitudinal variable that describes how a person perceives his or her job overall and various aspects of the work. Job satisfaction is a condition where a person likes (satisfied) or dislikes (dissatisfied) with his job (Marmosa, 2022).

2.4. Organizational commitment

Organizational commitment is the willingness of an organization member to stay with and survive in a company, employee commitment is an effort to involve themselves in the company and not want to leave it (Senjaya and Anindita, 2020). Organizational commitment is the willingness to make efforts to complete the work, and the desire to continue working there. Organizational commitment reflects how members of an organization identify themselves with the organization. Organizational commitment is a feeling of recognition, loyalty and involvement towards the organization or organizational unit (Astuti et al., 2023). Organizational commitment is the identification of a person's relatively strong involvement in the organization and willingness to try hard to achieve organizational goals. Organizational commitment is a level of employee trust and loyalty in carrying out work with the company.

2.5. The influence of transformational leadership on OCB

Several previous studies have shown that transformational leadership variables have a positive relationship with OCB (Tunio et al., 2022) and are supported by other research which shows that transformational leadership has a positive relationship with OCB (Djaelani et al., 2020). The various leadership styles, transformational leadership is believed to be able to influence and create a new behavior, especially involuntary behavior, namely OCB. Leadership behavior has a stable impact on OCB because the essence of transformational leadership is the ability to encourage subordinates to achieve higher performance and exceed desires (Istiqomah and Riani, 2021). Leaders who have a transformational character will

encourage motivation to their members. Transformational leaders can lead their members to work beyond what is necessary, thereby leading them to engage in organizational citizenship behavior (OCB) (Nurhidayati et al., 2021). Other research also shows that transformational leadership has a positive correlation with OCB (Mustaqim and Sabri, 2021). Based on previous research studies, the following hypothesis is formulated:

H1: Transformational leadership has a positive effect on OCB.

2.6. The influence of organizational commitment on OCB

Organizational commitment is the employee's character in supporting an organization and always maintaining membership in the organization. Several studies show that organizational commitment has a positive and significant relationship with OCB, meaning that employee commitment is very strong in behaving as good citizens, and with high employee commitment, OCB is also high. Commitment One of the factors that influences OCB is organizational commitment (Pattnaik and Sahoo, 2021). Organizational commitment is the desire of members of an organization to remain in the organization and try hard to realize organizational goals (Hapsar et al., 2020). OCB behavior is closely related to organizational commitment, employees who have good organizational commitment not only do the tasks given to them which are their obligations, but also do other work, where if there are employees who are unable to do a job, then employees who are committed to helping their colleagues to achieve the expected goals (Nuzula et al., 2022). Based on the results of previous research, the following hypothesis was created.

H2: Organizational commitment has a positive effect on OCB.

2.7. The effect of job satisfaction on OCB

Job satisfaction shows the character of an individual identifying himself with an SME organization (Sunaris et al., 2022). Several previous studies have shown that there is a positive relationship between job satisfaction and OCB, increasing organizational commitment will lead to higher levels of OCB (Sahyoni and Supartha, 2020). The results of other research show that job satisfaction has a positive effect on OCB. Job satisfaction has a positive effect on organizational citizenship behavior in UKM, the higher the job satisfaction felt by UKM employees, the higher the OCB behavior. On the other hand, when employee job satisfaction decreases, it has an impact on reducing employee OCB behavior (Gunawan, 2023). The results of this research are in line with other research stating that there is a positive and significant influence between job satisfaction and organizational citizenship behavior (OCB) (Allozi et al., 2022).

H3: job satisfaction has a positive effect on OCB.

3. Research method

This research method uses a descriptive method with a quantitative approach. The population in this study were SMEs employees. In this study, the researchers used a simple random sampling technique with a sample size of 368 SMEs Employee. The data collection method for this research is by distributing an online

questionnaire designed using a Likert scale of 1 to 7. The data analysis technique uses Partial Least Square-Structural Equation Modeling (PLS-SEM) and data analysis tools use SmartPLS software version 3.0. The stages of data analysis are validity testing, reliability testing and hypothesis testing. The independent variables in this research are transformational leadership, job satisfaction and organizational commitment, while the dependent variable is organizational citizenship behavior (OCB) as shown in **Figure 1.**

The hypothesis in this research is:

H1: Transformational leadership has a positive effect on OCB.

H2: Organizational commitment has a positive effect on OCB.
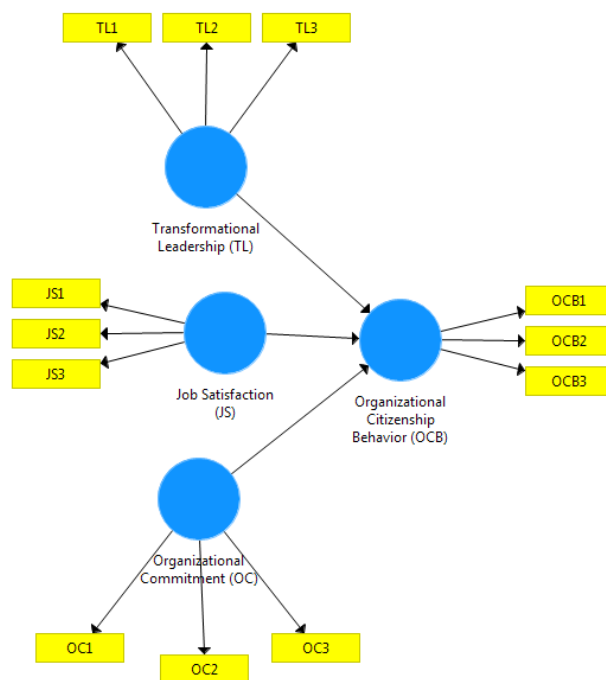
H3: job satisfaction has a positive effect on OCB.

Figure 1. Research model.

The panel research's independent variables are transformational leadership, job satisfaction and organizational commitment. The dependent variable of this research is OCB. Indicators of transformational leadership style are as follows: Charisma, inspiration, intellectual stimulation and individual attention (Yuwono et al., 2023). Indicators of job satisfaction are as follows: Satisfying work, decent wages, promotion opportunities, pleasant colleagues and work environment (McCann et al., 2020). Organizational commitment is built from three dimensions, namely affective commitment, continuance commitment and normative commitment, employee willingness, employee desire, employee loyalty, and employee pride in the organization (Purwanto et al., 2023). OCB is divided into seven indicators, namely helping behavior, compliance with the organization, sportsmanship, loyalty to the organization, individual initiative, social quality and personal development (Asbari et al., 2023).

4. Result and discussion

4.1. Outer model

The measurement model was carried out to test the reliability and validity of the model in this research for all variables and indicators. Reliability testing was carried out by evaluating the loading factor, Cronbach alpha and composite reliability (CR) values. An indicator can be said to be reliable if the loading factor, Cronbach alpha, and composite reliability values are greater than 0.70 and the composite reliability values are greater than Cronbach alpha.

Validity testing is carried out using convergent validity and discriminant validity tests, where convergent validity by looking at the average variance extracted (AVE) value obtained which is greater than 0.50 is declared valid, while discriminant validity with the stipulation that the square root of AVE must be greater than the correlation of the reflective construct with all constructs other. Based on **Table 1**, shows that all loading factors, Cronbach alpha, and composite reliability values are above 0.70, and also composite reliability values > Cronbach alpha, meaning that all constructs in this research can be said to be reliable. Apart from that, the convergent validity test shows that the AVE value is also greater than 0.50, thus the validity test requirements are accepted. Apart from that, the discriminant validity test can also be seen in **Table 1**, which shows the square root (AVE) value is greater than the correlation of other constructs. Thus, the requirements for the measurement model, both reliability and validity tests, have been fulfilled.

Table 1. Loading factors, Cronbach alpha, CR and AVE.

Variables	Items	Factor loadings	Cronbach's alpha	rho_A	Composite Reliability	Average variance extracted
Transformational leadership	TL1	0.903	0.834	0.809	0.851	0.776
	TL2	0.907				
	TL3	0.913				
Organizational commitment	OC1	0.939	0.816	0.814	0.856	0.723
	OC2	0.926				
	OC3	0.925				
Job satisfaction	JS1	0.920	0.818	0.817	0.809	0.718
	JS2	0.906				
	JS3	0.862				
OCB	OCB1	0.925	0.723	0.819	0.878	0.709
	OCB2	0.930				
	OCB3	0.943				

4.2. Discriminant validity

The discriminant validity test is used to check the discriminant between measurement scales in research, which are shown in **Table 2** and **Figure 2**. The Heterotrait-Monotrait (HTMT) discriminant validity limit value cannot be greater than 0.90.
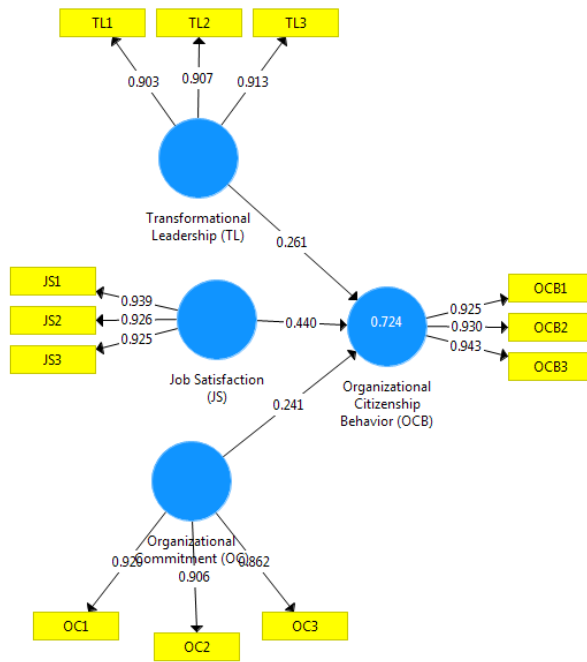
Figure 2. Validity testing.

Table 2. Discriminant validity.

	Transformational leadership	**Organizational commitment**	**Job satisfaction**	**OCB**
Transformational leadership				
Organizational commitment	0.898			
Job satisfaction	0.806	0.797		
OCB	0.734	0.618	0.754	

4.3. Hypothesis testing

Hypothesis testing in this research was carried out by looking at the t-statistic values and probability values. The research hypothesis can be declared accepted if the *t* statistic is >1.96 and the probability value is <0.05. The following are the output results from SmartPLS which are shown in **Table 3** and **Figure 3**.

Table 3. Hypothesis testing.

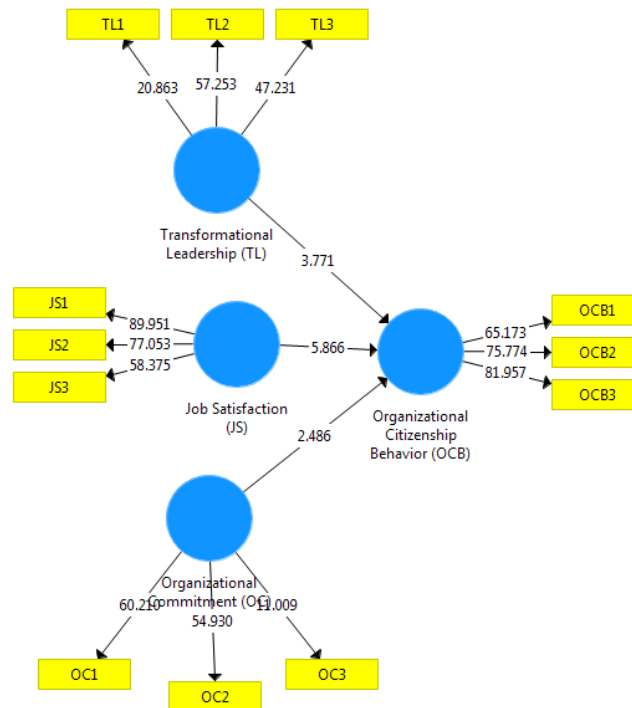| Correlation	Original sample	*t* statistics	*P* values	Result
Transformational leadership → OCB	0.261	3.71	0.000	Significant
Organizational commitment → OCB	0.440	5.866	0.000	Significant
Job satisfaction → OCB	0.241	2.486	0.000	Significant

Figure 3. Hypothesis testing.

4.4. The relationship between transformational leadership and organizational citizenship behavior

The results of data testing with SEM-PLS show that transformational leadership has a positive relationship with organizational citizenship behavior in SMEs. The results of the partial analysis (*t* test) on the transformational leadership variable show a significance value of 0.000 which is smaller than 0.05, so it can be concluded that transformational leadership has a positive relationship with organizational citizenship behavior in SMEs. Transformational leadership is a leader who can motivate and inspire his members (Purwanto et al., 2023). Transformational leadership in SMEs can inspire SME employees to improve performance, and be able to communicate with their subordinates so that SME performance can be achieved (Siswanto et al., 2023). Based on the questionnaire that has been distributed regarding the Transformational Leadership variable, SME employees feel that their superiors respect every SMEs employee who works, respect every suggestion or opinion from SMEs Employee to build SMEs performance, encourage 'SMEs performance to achieve the hospital mission, invite SMEs employee to always support each other in their work, provide opportunities for nurses to be able to provide ideas, provide solutions to problems faced by SMEs employee and pay attention to SMEs employee' needs for career development. Transformational leadership has a positive effect on organizational citizenship behavior (Nugroho et al., 2020). This shows that there is an influence of the transformational leadership variable on organizational citizenship behavior (Ismaya et al., 2020). It has a positive influence on organizational citizenship behavior, if there is an increase in transformational leadership it will be followed by higher levels of organizational citizenship behavior. Transformational leadership has a positive influence on OCB, partially mediated by job satisfaction (Tanjung et al., 2020).

SME leaders must also design and develop strategies to increase trust. Trust in a leader can be referred to as an individual's positive expectations of the leader's behavior transformational leaders build trust by carrying out exemplary actions, which are interpreted by their followers as actions that involve sacrifice and care until ultimately followers tend to trust a leader (Sopa et al., 2020). Leadership style, in this case transformational leadership, is a very important factor, as well as playing a big role in the success or failure of a leader in carrying out his duties. Additionally, followers tend to trust their transformational leaders because the leader supports their position without being selfish and shows concern for the needs of their followers. This research also found that transformational leadership increases organizational citizenship behavior. Transformational leadership has a great influence on changing followers' behavior to not only think about the interests of the organization and their team, which in turn allows followers to take action that goes beyond their prescribed roles (Purwanto et al., 2023). Followers or members who show OCB with high frequency when they feel that their leader or decision maker has treated them fairly. Thus, it can be said that transformational leadership can lead subordinates to take actions that go beyond their prescribed roles. Finally, these findings support the idea that when a transformational leader is present, employees or members engage more in OCB and are consequently able to perform more than their assigned tasks and responsibilities, assist others in their tasks and assignments, and pay attention to the personal and professional affairs of coworkers. SMEs (Istiqomah and Riani, 2021). The relationship between transformational leadership and OCB. Transformational leadership can influence organizational citizenship behavior, this is supported by other research which finds that transformational leadership influences organizational citizenship behavior. There is a strong positive relationship between transformational leadership and organizational citizenship behavior. Transformational leadership can inspire, motivate, stimulate, and provide support and attention to its employees. Therefore, if transformational leadership is carried out well, it will have high organizational citizenship behavior (Nurhidayati et al., 2021).

With these results, it can be stated that there is an influence with the application of the Transformational Leadership style in leading SMEs so that they can motivate and inspire their members to put aside personal interests so that organizational citizenship behavior (OCB) can increase in SMEs (Mustaqim and Sabri, 2021). This is in line with observations in the field which show that current leaders have implemented the concept of transformational leadership. Leaders always motivate each member in every SMEs activity. Transformational leadership's influence on OCB is accepted and states that transformational leadership is the strongest or most dominant variable that influences OCB in this research. The higher the level of transformational leadership, the more organizational citizenship behavior will increase in the company environment (Pattnaik and Sahoo, 2021).

4.5. The influence of job satisfaction on organizational citizenship behavior (OCB)

The results of the analysis prove that Job Satisfaction has a positive effect on organizational citizenship behavior in SMEs. The results of the partial test (*t*-test) for

the Job Satisfaction variable show a significance value of 0.000, which is smaller than 0.05. Organizational citizenship behavior (OCB) is work related to non-binding behavior, does not refer to the official reward system of SMEs and overall increases the effectiveness of organizational functioning (Hapsar et al., 2020). One of the factors that influences OCB is job satisfaction. Job satisfaction is a person's condition regarding whether they are happy or unhappy, satisfied or dissatisfied with the work they do, and if the person shows a positive attitude, it can be said that the person is satisfied with their work and vice versa. It was found that the five indicators used to measure job satisfaction received very strong scores, where satisfaction with promotions was the indicator with the strongest influence compared to the others (Nuzula et al., 2022). These results show that the majority of SMEs employees feel happy about being allowed to gain experience and improve their abilities while working, resulting in employees not feeling bored with their current work and providing great opportunities for employees to develop their careers. However, even though all the indicators measured have received very strong scores, there is one indicator that has received a lower score than the other indicators, namely the indicator of satisfaction with work procedures and regulations. These results indicate that some SMEs employees feel that agency policies are not optimal in dismissing employees who violate agency regulations. Based on the results of data analysis in this research, it can be seen that there is a positive influence between job satisfaction and organizational citizenship behavior (OCB) (Sunaris et al., 2022). On the other hand, when employee job satisfaction decreases, it has an impact on reducing employee OCB behavior. The results of this research are in line with other research stating that there is a positive influence between job satisfaction and organizational citizenship behavior (OCB) (Sahyoni and Supartha, 2020). Job satisfaction is closely related to and directly influences OCB, which means that OCB is strongly influenced by employee job satisfaction. When an employee has a high level of job satisfaction, they can carry out more functions outside their main job without thinking about rewards (Gunawan, 2023).

4.6. The influence of organizational commitment on OCB

The results of the analysis prove that organizational commitment has a positive effect on organizational citizenship behavior in SMEs. The results of the partial test (*t*-test) for the organizational commitment variable show a significance value of 0.000, which is smaller than 0.05. Individuals who have high work commitment tend to be more capable of carrying out OCB compared to individuals who have low work commitment. This is because individuals who have high work commitment tend to be more interested in making a greater contribution to the organization, and have a more proactive attitude in providing support to colleagues and the organization. Other research shows that organizational commitment partially has a positive effect on organizational citizenship behavior (OCB). This shows that whether the organizational commitment of employees in a company is good or bad will not affect increasing or decreasing organizational citizenship behavior (OCB) (Allozi et al., 2022). organizational citizenship behavior arises from several factors, including due to job satisfaction and commitment within the organization (Yuwono et al., 2023).

When members feel satisfied with everything in the organization, the members will be sincere and happy to provide optimal work results. Likewise, members with high commitment will carry out various activities to advance the organization.

High OCB will be created in organizational members when they have internal encouragement in the form of satisfaction and make committed efforts (Purwanto et al., 2023). These two things function together in an organization. In organizations, the role of colleagues is also positive support, where when you have colleagues or friends who are supportive, supportive, don't provoke you with bad things, you will feel comfortable when doing activities, create a family atmosphere, maintain communication, and be able to work together (Asbari et al., 2023). From these actions, OCB will be created. Willing to sacrifice, time, and energy, to help sincerely, other colleagues' work, without repercussions (Hapsar et al., 2020). Apart from job satisfaction, an important factor that can encourage the emergence of organizational citizenship behavior (OCB) is organizational commitment. Employees with high organizational commitment have a strong attachment to the organization so they can increase organizational citizenship behavior (OCB) (Sunaris et al., 2022). Committed employees are less likely to leave the company even if they are dissatisfied with their jobs, but tend to stay because they employee is loyal and willing to make sacrifices for the company. Employees with a strong commitment to the company have a plan to stay with the organization and put more effort into carrying out the tasks assigned to them (Sopa et al., 2020). There is a positive influence between organizational commitment and organizational citizenship behaviour (OCB) (Allozi et al., 2022).

4.7. Managerial implications

Based on the results of processing and analysis, several system design suggestions can be given to SMEs to improve their employees' OCB behaviour through job satisfaction and organizational commitment variables. After testing the hypothesis of each relationship, it was found that job satisfaction and organizational commitment had a positive influence on employee organizational citizenship behaviour (OCB). This emphasizes the importance of SMEs paying attention to the level of job satisfaction and organizational commitment felt by employees so that they can become pioneers of OCB. Based on data processing, the dimensions of salary received by employees have the greatest impact on employee job satisfaction variables (Hapsar et al., 2020). The amount of salary received refers to the position held by the employee, so basically promotion opportunities affect the salary or benefits that will be received. The promotion policy, which was previously only carried out when there was a vacant position and applied to certain internal employees, is expected to be aimed at employees who have technical skills, leadership, good collaboration and long-term employee loyalty (Istiqomah and Riani, 2021). This is done to encourage employees' desire to work optimally for the company. Based on data processing, the normative commitment dimension, namely the employee's sense of loyalty, has the greatest impact on the employee organizational commitment variable. Companies can develop a sense of employee loyalty and pride through formal activities, such as introducing company profits and

plans for achieving future profits to employees (Ismaya et al., 2020). The company can carry out activities such as family gatherings to provide open and transparent channels to build communication between supervisors and employees. This encourages a sense of ownership and loyalty among employees. Some of the descriptions above are proposed system designs that companies can implement to increase job satisfaction and organizational commitment which has implications for employee OCB behavior so that it will also increase the company's effectiveness in operational activities. By trying to implement some of these suggestions, it is hoped that employee OCB can increase. After implementing several of these proposals, it is necessary to re-analyze and evaluate the proposals. If someone gets high job satisfaction, it will show good work productivity. On the other hand, if you get low job satisfaction, the employee will show poor work productivity in the company. This means that the higher the perceived job satisfaction, the more organizational citizenship behaviour (OCB). Intrinsic job satisfaction and extrinsic job satisfaction affect organizational citizenship behaviour (OCB).

5. Conclusion

This research shows that transformational leadership has a positive effect on OCB, Organizational commitment has a positive effect on OCB and job satisfaction has a positive effect on OCB. Transformational leadership has a direct effect on trust and organizational citizenship behaviour. This shows that leadership style, especially transformational leadership, has an important role in increasing trust and OCB in SMEs. This research produced several important findings. The theoretical implications of this research support the results of previous research that transformational leadership, job satisfaction, and organizational commitment make a positive contribution to increasing organizational citizenship behavior in SME employees. The practical implication of this research is that SME owners apply transformational leadership, create work breadth and create organizational commitment within the SME organization to support increasing employee organizational citizenship behaviour so that it can encourage increased performance and competitiveness of SMEs.

Author contributions: Conceptualization, FH and HP; methodology, DK; software, RF; validation, EO, MI and S; formal analysis, FH; investigation, HP; resources, DK; data curation, RF; writing—original draft preparation, EO; writing—review and editing, MI; visualization, S; supervision, FH; project administration, DK; funding acquisition, EO. All authors have read and agreed to the published version of the manuscript.

Conflict of interest: The authors declare no conflict of interest.

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