

THE ROLE OF ORGANIZATIONAL CITIZEN BEHAVIOR ON EMPLOYEE PERFORMANCE : A CASE STUDY COCA COLA OFFICIAL DISTRIBUTOR

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Abstract: This study aims to provide empirical evidence and elucidate the influence of organizational climate, Transformational Leadership, and job satisfaction on Organizational Citizenship Behavior (OCB) and how OCB impacts the performance of employees at PT Mitra Sukses Sejahtera, an Official Distributor of Coca-Cola. This research utilizes organizational climate, job satisfaction, and Transformational Leadership as independent variables, OCB as a mediating variable, and employee performance as a dependent variable. A saturation sampling method was employed, with 110 respondents from Coca Cola Official Distributor PT Mitra Sukses Sejahtera's employees . Data was analyzed using the Structural Equation Modeling - Partial Least Square (SEM-PLS) method via SEM-PLS version 4.0 software. The findings indicate that organizational climate, job satisfaction, and Transformational Leadership have a significant positive relationship with OCB. Furthermore, OCB exhibits a positive and significant relationship with the performance of employees at PT Mitra Sukses Sejahtera. Therefore, this study provides valuable insights into how these factors influence OCB and employee performance in an organizational context.

Keywords: *Employee Performance, Job Satisfaction, Organizational Climate, Organizational Citizen Behavior, Transformational Leadership.*

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1. Introduction

The development of businesses globally has led to various competitions in the business world. Companies will compete for consumers. Furthermore, to create competitive advantages through distribution channels, companies with a good distribution system will benefit more than companies that do not have a distribution system. Experts, including world institutions, have predicted that in 2023, the world economy will experience a slowdown in economic growth and economic contraction in one-third of the world's countries (Abimanyu, 2023). Distribution is one part of the marketing mix. In general, distribution is a marketing activity that seeks to facilitate and facilitate the delivery of goods and services from producers to consumers in a Delivery In Full, On Time, Error Free (DIFOTEF) manner (Kodrat, 2010). DIFOTEF is assessed and evaluated based on the "Case Field Rate" (CFR) assessment. This assessment shows the responsiveness of distribution channels to fulfil products in the market (Rasyid, 2020).

PT Mitra Sukses Sejahtera (PT. MSS) is one of the official distributor companies for Coca-Cola products that was established in 2016 in Probolinggo. Currently, it has 3 new branches in Jember (2017), Gowa Takalar (2022), and Kendari (2022). The three companies were obtained by taking over the old Coca Cola Official Distributor (CCOD). This shows that the performance of PT MSS has an excellent services, so it is trusted to take over CCODs that can not perform by following the CCOD standards set by Coca-Cola. Coca-Cola is a multi-national company that has a high-standard distribution system. Distributors need to be required to quickly and accurately respond to market needs and demands. One of the criteria to survive as an official Coca-Cola distributor is to meet essential performance indicator standards. There are 5 main KPI components, namely: (1) Fulfillment of shipments following orders (case fill rate). (2) Minimum average inventory of goods by the specified inventory level (stock days covered). (3) Accuracy between the availability of goods and the actual inventory in the CCOD warehouse (stock accuracy). (4) Occupational Safety and Health (OHS) and hygiene in CCOD work facilities (OHS and Hygiene standards). (5) Provision of minimum trade receivables by the specified credit segments and criteria (credit to market). Then, to ensure the achievement of CCOD's KPIs, and CCOD must report KPI achievements daily, CCOD will conduct weekly audits.

Therefore, to achieve this, CCOD requires competent human resources. Now, PT Mitra Sukses Sejahtera has been trusted by Coca-Cola European Partners Indonesia (CCEP) to take over 3 other CCODs whose performance differs from the standards of Coca-Cola European Partners Indonesia. It is proven that after PT Mitra Sukses Sejahtera took over, CCODs that initially had poor performance became better and by the standards set by Coca-Cola European Partners Indonesia. Based on the results of researcher observations, CCOD could not meet the KPIs set by CCEP because CCOD previously needed a better work climate, Leadership, and employee job satisfaction, causing employee performance to be suboptimal.

PT Mitra Sukses Sejahtera shows good performance by getting perfect KPI scores consistently. This is due to a good work climate, Leadership, and employee job satisfaction. This is also evidenced by the low employee turnover from the beginning of CCOD until now. On that basis, researchers want to know the factors that improve employee performance through Organizational Citizen Behavior and see several factors that influence Organizational Citizen Behavior, namely organizational climate, Transformational Leadership, and job satisfaction.

This research can provide implications for determining, developing, and maintaining HR at PT Mitra Sukses Sejahtera. Harri (2019) revealed that the organizational climate is an employee's assessment of the quality of the organisation's internal environment felt by members of the organization and which affects the behaviour of each employee member. One of the strengths of PT Mitra Sukses Sejahtera is having employees who are loyal and willing to sacrifice for the company so that PT Mitra Sukses Sejahtera can maintain and develop its business.

One of the necessary factors in maintaining and developing this business is having good Transformational Leadership. Transformational Leadership is the ability to inspire trust and support among people needed to achieve organizational goals (Husniwanti, 2020). Through this, Leadership can influence others to get something. Therefore, researchers need to determine the appropriate Transformational Leadership in the company.

Job satisfaction is crucial in improving employee performance at PT Mitra Sukses Sejahtera. Job satisfaction will also create a favourable and conducive work environment in the company work environment. According to Dharma (2019), job satisfaction results from

employee perceptions of how well their job provides what is necessary. Job satisfaction felt by employees can create a positive work environment so that employees can have a sense of belonging to the company (Kurniawati, 2019). This encourages employees to apply Organizational Citizen Behavior behaviour within the company.

According to Tsai et al. (2022), Organizational Citizen Behavior is behaviour that positively contributes to and benefits an organization. The behaviour of employees who help colleagues who are experiencing difficulties is behaviour that is not a benchmark for assessment. However, this is because there is a feeling of more satisfaction if you can do something more than your duties and have a sense of empathy for colleagues who are experiencing difficulties; the behaviour displayed by employees is Organizational Citizen Behavior behaviour. Based on the description above, PT Mitra Sukses Sejahtera requires human resources who have Organizational Citizen Behavior to maintain employee performance at CCOD to maintain the continuity of PT Mitra Sukses Sejahtera's business with some of the abovementioned backgrounds. The researcher wants to research the influence of Organizational Climate, Transformational Leadership and Job Satisfaction on Organizational Citizen Behavior, which affects the performance of PT Mitra Sukses Sejahtera employees.

2. Literature Review

2.1. Organizational Climate

Organizational climate is an individual's perception of various aspects of an organization (Owens, 2013). In line with Owens (2013), Lussier (2012) defines organizational climate as an individual assessment of the organisation's internal quality that affects each member's behaviour. The existence of an organizational climate can affect employee performance due to the perception and what employees feel in viewing the organizational environment that shelters them.

According to Higgins (1994), four factors influence organisational climate: leaders, employee behaviour, workgroup behaviour, and external organizational factors. Higgins (1994) further explains that influential internal factors include leadership styles, communication, interactions between groups and individuals, problem-solving, individual needs and welfare. Meanwhile, external factors include economic conditions and government policies. According to Wirawan (2009), in improving organizational climate, there are five indicators: Responsibility, Identity, Warmth, Support, and Conflict Mediation. An organization can create a positive environment for its members through these indicators. If an organization can appreciate its employees or members, it will create a positive perception. If the organization does not appreciate the performance of employees and members, it will create a negative perception. Thus, organizational climate can affect employee performance in an organization.

2.2. Job Satisfaction

According to Huang (2020), job satisfaction is an individual's view or feeling towards his job. It can be seen in the positive attitude of employees towards work and everything faced in their work environment. In addition, Luthans (2006) states that job satisfaction is an individual's job assessment. Job satisfaction can be influenced by challenging work, income, supportive working conditions, and interactions with coworkers (Wexyl & Yuxl, 2012). This finding is supported by Lunthas (2005), who states that job satisfaction is influenced by the employee's salary payment system, self-development opportunities, coworkers, job promotion, and supervision. Some indicators can be a reference for increasing job satisfaction, according to Affandi (2018), consisting of work (description of work performed), wages (amount of

salary received), promotion (promotion of employee positions), supervisors (individuals who give orders or instructions for work implementation), coworkers (interaction with coworkers). An increase in job satisfaction can affect employee performance because job satisfaction felt by employees can create a positive and conducive work environment. Therefore, job satisfaction is essential for companies and employees.

2.3. Transformational Leadership

According to Kouzes and Posner (2010), leadership is the skill and ability of individuals to see a goal. This is also supported by Asrar-ul-haq and Kuchinke (2016), who states that leadership is a skill to influence others to collaborate to achieve the same goal. One type of leadership is transformational leadership, individuals who can lead and motivate their members by providing motivation, confidence, and support in creating ideas for doing something (Neil & Kine, 2007; Kalsoom et al., 2018). The characteristics of individuals who apply transformational leadership are optimism in managing their human resources, focusing on members' needs, and providing motivation, direction, and protection to members in the organization (Walton, 2013; Villiers, 2014; Ma & Jiang, 2018). Transformational leadership can spur the growth of work performance in members through attention, direction, and inspirational motivation (Bass, 1990; Imran et al., 2016). In addition, transformational leadership can increase the confidence and inventiveness of members in an organization (Bass, 2018).

According to Bass (1990), a leader must have a clear vision for the organization so that the leader can change behaviour and improve individual performance in achieving that vision. According to De Waal (2018), for change in the organization to be successful, several factors influence the leader. These factors include communicating changes to members, developing transformation implementation strategies and goals, building and gaining support and resources, embedding new cultures in work routines, and developing the transformation capabilities of each leader to achieve success (De Wall, 2018). This is supported by the results of research by Rafferty and Griffin (2004), who found five indicators of transformational leadership: vision, inspirational communication, supportive leadership, intellectual stimulation, and personal recognition. Thus, through transformational leadership, leaders can change their members' behaviour, attitudes, and values to be motivated to improve performance or achieve targets (Chang et al., 2015).

2.4. Organizational Citizen Behavior

Based on Branard's organizational citizen behaviour theory (1938), Organ (2014) introduced organizational citizenship behaviour as voluntary individual behaviour at work that can encourage organisational improvement. Some experts stated that the concept of organizational citizen behaviour includes sincerity in working together (Branard, 1938), spontaneous and innovative behaviour (Katz in Budihardjo, 2011), and doing work outside the job description held voluntarily (Johns in Budihardjo, 2011). This positively impacts the company because individuals work not because of orders or job demands but because there is volunteerism within employees so that employees doing work outside their duties are not a burden.

The results of Titisari's research (2014) state that organizational citizen behaviour is only sometimes visible to coworkers and the organization. The desire of employees to work beyond the responsibilities specified in the organization, such as discretionary behaviour, perceptions related to the mismatch of responsibility and performance, and performance satisfaction

(Budiharjo, 2011; Titisari, 2014). In addition, Titisari (2014) divides organizational citizen behaviour into two categories: (1) behaviour that provides general organizational benefits, such as giving prior notice when unable to attend. (2) Individual behaviour, where the behaviour directly benefits specific individuals, such as helping a coworker with a particular task. According to Robbins and Judge (2017), organizational citizenship behaviour in an organization can be measured using five indicators, namely altruism (helping other employees without coercion), civic virtue (participation and support in activities in the organization voluntarily), courtesy (alleviating problems in work faced by others), sportsmanship (abstinence from creating issues that damage the organization), Conscientiousness (doing work outside of his role or duty). Thus, organizational citizenship behaviour is the behaviour of individuals in organizations who voluntarily do something without seeing the benefits they get so that they can develop and help achieve organizational goals.

2.5. Employee Performance

Employee performance results from work achieved by individuals in an organization following responsibilities and authorities (Arifin et al., 2015; Arif, 2019). Employee performance can be a measure of the company's success. When employee performance in the company is good, the company will develop. Benchmarks that can indicate improving employee performance include the number of employees, work quality, timeliness, and ability to work together (Bangun, 2012; Arif et al., 2019).

2.6. Hypothesis Development

Effect of Organizational Climate on Organizational Citizen Behavior

An excellent organizational climate gives employees a sense of comfort working in the company so that it can predict organizational citizen behaviour in employees. The results of research conducted by Waspodo and Minadaniati (2017) state that organizational climate positively affects Organizational Citizen Behavior. This is also supported by Randhawa and Kaur (2015), where organizational climates such as supervisory support, performance feedback, clarity of organizational climate, autonomy, pressure to produce, welfare and participation significantly influence organizational citizen behaviour. Furthermore, the results of Khairudin's research (2020) explain that organizational climate is an external factor that significantly influences organizational citizen behaviour by 41.3%. This can happen because the organizational climate is a stimulus to increase and decrease organizational citizen behaviour through company policies.

H1: The influence of organizational climate has a significant effect on Organizational Citizen Behavior at PT. Mitra Sukses Sejahtera.

Effect of Job Satisfaction on Organizational Citizen Behavior

Job satisfaction is a variable that affects organizational citizen behaviour. When employees feel satisfied working in the company, they will have a sense of belonging so that employees feel valued by the company. This leads to increased organizational citizen behaviour, where a sense of belonging and appreciation in the company allows employees to do work outside of their duties voluntarily, and loyalty at work appears. This aligns with Valencia's research (2013) that increasing job satisfaction and loyalty will significantly increase organizational citizenship behaviour. According to Pio and Tampi (2018), employees can feel job satisfaction because there is an influence from a leadership style that prioritizes the quality of life of workers so that it can increase organizational citizen behaviour. In line with Pio and Tampi

(2018), previous research states that job satisfaction will increase organizational commitment so that employees will apply organizational citizen behaviour, which affects performance improvement in the company (Putrana et al., 2016).

H2: The Influence of job satisfaction has a significant effect on Organizational Citizen Behavior at PT. Mitra Sukses Sejahtera

Effect of Transformational Leadership on Organizational Behavior

Transformational leadership is a leadership style that influences organizational citizen behaviour. Through transformational leadership, individuals can control the company's transformation according to the conditions needed so that employees feel comfortable working and have one vision with their leaders. The results of previous research show that transformational leadership has a positive effect on Organizational Citizen Behavior (Abdullahi, 2020; Wahyudi, 2021). Then, the results of research by Larasati and Susilowati (2022) found that transformational leadership, job satisfaction and organizational commitment simultaneously significantly affect Organizational Citizenship Behavior.

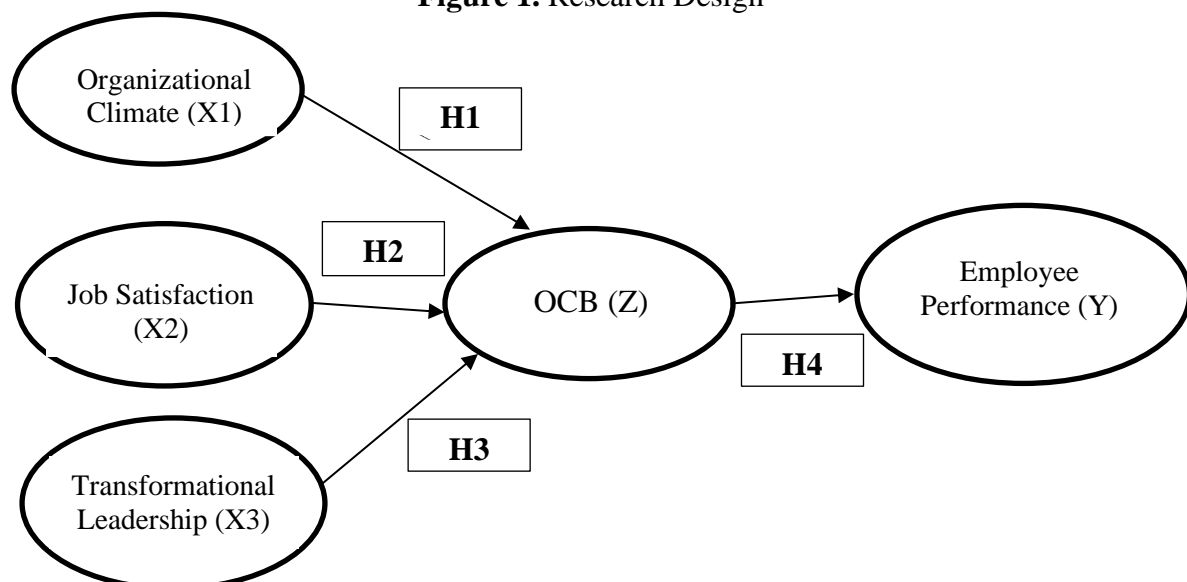
H3: The influence of Transformational Leadership has a significant effect on Organizational Citizen Behavior at PT Mitra Sukses Sejahtera.

Effect of Organizational Citizen Behavior on Employee Performance

Organizational Citizen Behavior is one of the variables that affect employee performance. Employees with a high sense of belonging to the company will undoubtedly work wholeheartedly for their company and automatically maximise employee performance. This is proven through previous research: Organizational Citizen Behavior positively affects employee performance according to research conducted by (Abrar & Isyanto, 2019 Nufus, 2012; Podsakoff & Mckenzie, 2009). This is supported by Rahayu (2020), who states that the dimensions of organizational citizen behaviour that significantly affect employee performance are altruism, courtesy, sportsmanship, and Conscientiousness. In addition, demographic factors such as tenure also significantly influence employee performance (Rahayu, 2020).

H4: Organizational Citizen Behavior has a significant effect on employee performance at PT Mitra Sukses Sejahtera.

Figure 1. Research Design



3. Research Method

This research uses quantitative methods. According to Sugiyono (2017), quantitative methods are used to research specific populations or samples with data collection using research instruments and statistical data analysis to test predetermined hypotheses. This research was conducted from 2022 to 2023 at PT Mitra Sukses Sejahtera. The population used in this study were employees at PT. Mitra Sukses Sejahtera, located in Probolinggo, Jember, Kendari Gowa Takalar City, has as many as 200 employees. The sampling used a saturated sampling technique in which all population members were used as research sampling. In this study, the characteristics of samples that can become research participants are employees who have worked for more than 1 year and have permanent status. Data collection using questionnaires distributed offline to PT Mitra Sukses Sejahtera employees. Participants can respond to the questionnaire using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Participants who filled out the questionnaire were 110 employees who had worked for more than one year and had permanent status. In addition, the data analysis used to test the reliability and validity and analyze the hypothesis in this study is SEM-PLS. The data analysis process uses the help of SEM-PLS 4.0 software. The explanation of the variables and indicators in this study can be seen in Table 1.

Table 1. Variables and Indicators

Variable	Indicator	Sources	Outer Loading	Information
Organizational Climate	Responsibility	Wirawan (2009)	0,759	Valid
	Identity		0,767	Valid
	Warmth		0,817	Valid
	Support		0,874	Valid
	Conflict		0,674	Valid
Job Satisfaction	Work	Afandi (2018)	0,657	Valid
	Salary		0,675	Valid
	Promotion		0,889	Valid
	Supervisor		0,908	Valid
	Coworkers		0,690	Valid
<i>Transformational Leadership</i>	Vision	Rafferty dan Griffin (2004)	0,782	Valid
	Inspirational communication		0,737	Valid
	Leadership		0,824	Valid
	Intellectual Stimulation		0,815	Valid
	Personal Recognition		0,755	Valid
<i>Organizational Citizen Behavior</i>	<i>Altruism</i>	Robbins dan Judge (2008)	0,789	Valid
	<i>Civic Virtue</i>		0,769	Valid
	<i>Courtesy</i>		0,834	Valid
	<i>Sportmanship</i>		0,687	Valid
	<i>Conscientiousness</i>		0,740	Valid
Kinerja Karyawan	Number of Jobs	Bangun (2012); Arif et al, (2019)	0,746	Valid
	Quality of Work		0,867	Valid
	Timeliness		0,692	Valid
	Cooperation Skills		0,666	Valid

4. Results and Discussion

4.1. Results

Based on Table 2, it is known that the majority of participants who filled out the questionnaire were 26-25 years old (50%). Then, most participants' education level is S1 (84%). In addition, the majority of employees who became respondents had joined PT Mitra Sukses Sejahtera in 2021 (47.3%), with the majority being in the logistics division (61%).

Table 2. Demography Characteristic

Demography Characteristic		%
Age	20 – 25 years	30%
	26 – 35 years	50%
	36 – 45 years	17%
	46 – 55 years	13%
Education	SD	4%
Background	SMA	12%
	S1	84%
Joined Time	2016	27,24%
	2017	22,20%
	2018	4,4%
	2019	7,6%
	2020	3,3%
	2021	47,3%
Work Division	WHM	3%
	Administration	12%
	Cheker	2%
	Collection	2%
	Loader	11%
	Logistic	61%
	Mechanic	1%
	Forklift Operator	2%
	Warehouse	6%

The results of the validity of variable indicators can be seen in Table 1. Based on these results, it can be seen that all indicators meet the criteria for the outer loading value above 0.6. This shows that all indicators measure the intended construct well and can be considered valid. Furthermore, the researcher conducted a reliability test on each variable. The reliability test results show that the Organizational Climate variable has a Cronbach's Alpha value of 0.897 and a composite reliability of 0.903, the Job Satisfaction variable has a Cronbach's Alpha value of 0.762 and a composite reliability of 0.766, the Transformational Leadership variable has a Cronbach's Alpha value of 0,877 and composite reliability of 0.886, the Organizational Citizen Behavior variable has a Cronbach's Alpha value of 0.744 and a composite reliability of 0.746, and the Employee Performance variable has a Cronbach's Alpha value of 0.921 and a composite reliability of 0.930. This shows that each variable has a high level of consistency and is considered reliable. After the reliability test, the researcher conducted a Variant analysis (R2), namely the determination test, to determine the influence of the independent variable on the dependent variable. The r-square value on Organizational Behavior is 0.382, and the r-square value on Employee Performance is 0.657. Further results of the reliability test and variant analysis can be seen in Table 3.

Table 3. Reliability Test and Analysis of Variance

Variable	Cronbach's Alpha	Composite Reliability	AVE	R Square
Organizational Climate	0,897	0,903	0,662	
Job Satisfaction	0,762	0,766	0,807	
Transformational Leadership	0,877	0,886	0,618	
Organizational Citizen Behavior	0,744	0,746	0,663	0,382
Employee Performance	0,921	0,930	0,610	0,657

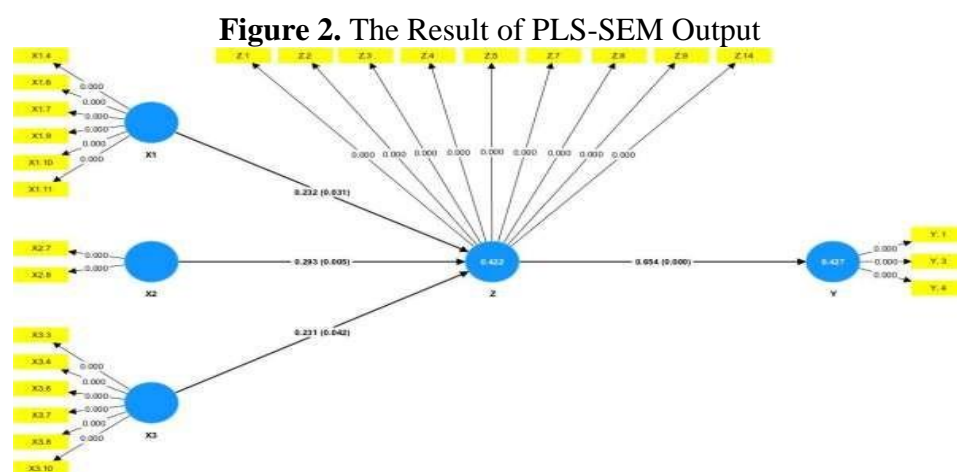


Figure 2. shows the hypothesis test conducted by structural testing to measure the significance of the prediction model through the p-value and t-statistic value. The results of hypothesis testing show that in the first hypothesis, there is no significant influence between organizational climate (X1) and Organizational Citizen Behavior (Z) at PT Mitra Sukses Sejahtera (p-value=0.244). The second hypothesis is also rejected because Job Satisfaction (X2) has no positive effect on Organizational Citizen Behavior (Z) at PT Mitra Sukses Sejahtera (pvalue=0.340). The third hypothesis, Transformational Leadership (X3), has a significant effect on Organizational Citizen Behavior (Z) at PT Mitra Sukses Sejahtera (p-value=0.003). The fourth hypothesis, Organizational Citizen Behavior (Z), significantly affects Employee Performance (Y) at PT. Mitra Sukses Sejahtera (p-value=0.000). Hypothesis testing results and flow can be seen in Table 4.

Tabel 4. The Result of Hypothesis Test

Hyphotesis	Path-Values	T-Values	P-values	Information
H1: X1 -> Z	0,141	1,165	0,244	Not Supported
H2: X2 -> Z	0,124	0,954	0,340	Not Supported
H3: X3 -> Z	0,400	3,003	0,003	Supported
H4: Z -> Y	0,811	26,802	0,000	Supported

4.2. Discussion

This research determines how organizational climate factors, job satisfaction, and transformational leadership affect Organizational Citizen Behavior (OCB). In addition, this

study also aims to examine whether and how OCB affects employee performance. Thus, this research can provide understanding and guidance regarding improving employee performance through increasing OCB.

The results of this study provide evidence that does not support the initial hypothesis that organizational climate does not positively influence OCB. This is different from previous studies, such as those conducted by Randhawa and Kaur (2015) and Khairudin (2020), which indicate a positive relationship between organizational climate and OCB. In this study, it was found that the identity indicator in employees had a low value. Researchers suspect that participants are confused about interpreting the concept of Identity. Identity indicator means identity inherent in a person or something that distinguishes him from others (Wirawan, 2009). This can happen because PT Mitra Sukses Sejahtera is the Official Distributor of Coca-Cola European Partners Indonesia, where the Coca-Cola brand has a much higher brand value than PT Mitra Sukses Sejahtera. All PT Mitra Sukses Sejahtera employees use the official Coca-Cola uniform every day, where the uniform becomes the brand identity. In addition, PT Mitra Sukses Sejahtera employees are considered CCOD employees by customers. The results of observations in the field support this. When the sales team visits customers, they introduce themselves as Coca-Cola sales, not sales of PT. Mitra Sukses Sejahtera. The researcher concluded that the PT. Mitra Sukses Sejahtera's team experienced confusion in interpreting their identity.

The work system in the form of KPIs that CCOD has designed causes the organizational climate to reject OCB. This happens because Coca-Cola already has KPIs that must be met by all divisions of CCOD, so as a partner of PT Mitra Sukses Sejahtera, we must meet these KPIs. CCOD must work systematically as regulated by Coca-Cola. Therefore, the system created causes CCOD to work on autopilot and must fulfil KPIs following the established SOP.

The second hypothesis in this study was also rejected. Namely, job satisfaction does not have a positive influence on OCB. This is not in line with previous research, which shows that job satisfaction positively influences OCB (Tampi, 2018; Vannecia, 2013; Warso, 2016). Researchers found that the indicator of promotion or promotion was the cause of the absence of a significant influence between job satisfaction and OCB. This is because the majority of participants in this study came from the logistics division, where there is no career path in PT Mitra Sukses Sejahtera. Therefore, the value of the promotion indicator is low, which causes the hypothesis of the effect of job satisfaction on Organizational Citizen Behavior to be rejected.

Based on the research results through testing the third hypothesis accepted, it can be explained that Transformational Leadership positively affects Organizational Citizen Behavior. These results support previous research conducted by Wahyudi (2021), Larasati (2022), and Abdullahi (2020), which state that Transformational Leadership has a positive effect on Organizational Citizen Behavior. In line with this view, demographic uniformity can facilitate the effectiveness of transformational leadership. In the context of PT Mitra Sukses Sejahtera, 50% of the employees are 26-35 years old. This age range usually includes individuals who already understand the world of work and are more open to change and innovation. This allows transformational leaders to communicate the company's vision more effectively, given a shared understanding and perspective.

Furthermore, the fact that all employees join simultaneously when CCOD goes live recruitments. This method can be decrease any potential conflict or sense of unfairness that may arise due to differences in seniority. In this environment, transformational leaders have a better chance of uniting and driving the team towards the company's vision. They can build

mutual respect and openness, key elements of transformational leadership, which will positively impact teamwork and productivity. So, from this analysis, it is clear that the demographic characteristics of PT Mitra Sukses Sejahtera employees enable the effectiveness of transformational leaders in carrying out their roles. This effective leadership will then positively impact the overall performance of the organization. CCOD has 2 layers of leadership, from the Owner to the staff level, but this does not affect the impression of Transformational Leadership down to the lowest level. In CCOD, Transformational Leadership is needed because PT Mitra Sukses Sejahtera has several branches in Indonesia. The Owner not always being present to control all branches. Through transformational leadership, the Owner can ensure that the organisation's vision, mission, goals, and strategies can be realized throughout the branches. Therefore, transformational leadership is a stimulus that affects OCB.

Based on the research results and testing the fourth hypothesis, it shows that OCB positively influences Employee Performance. This means that when employees show OCB behaviour, behaviour that exceeds formal job expectations and contributes to the overall welfare of the organization will encourage their performance to increase. This aligns with previous research conducted by Isyanto (2019) and MacKenzie (2016), who found a positive relationship between OCB and Employee Performance. In other words, this study adds empirical support that employees who demonstrate OCB tend to have better performance than those who do not. This positive influence is thought to arise because OCB can help create a more efficient and harmonious work environment and improve cooperation and coordination between team members. In addition, OCB can also demonstrate employees' engagement and dedication to the organization, which is likely to contribute to their improved performance. The researchers then found that demographic aspects such as age, education level, and years on board can contribute to improved team cohesion and communication.

Firstly, with most employees in the same age range, potential conflicts caused by the 'generation gap' can be minimized. This allows for a smoother flow of ideas and communication as there is a shared understanding of ways of working and technological knowledge. Second, uniformity in education levels can also help facilitate communication and cooperation. With similar educational backgrounds, employees tend to have the same understanding and perspective towards work and problem-solving, thus minimizing the potential for conflict and miscommunication. Thirdly, the fact that all employees join simultaneously ensures that no unnecessary seniority or hierarchy can affect the teamwork dynamic. This creates an equal and fair working atmosphere where all team members feel valued and have equal voting rights. Such equality in demographic aspects contributes to strong bonds between employees and a sense of belonging to the company. In addition, the presence of employees who have a sense of belonging to the company will automatically affect employee performance results. This arises in this study, such as a sense of willingness to help colleagues, maximising abilities to support company performance, and taking initiative to learn new things. Thus, it can improve performance and productivity and promote a harmonious and positive work environment.

5. Conclusion

Based on the study's results, organizational climate has no significant effect on organizational citizen behaviour. Then, job satisfaction also has no significant effect on organizational citizen behaviour. In addition, the results of this study indicate that transformational leadership significantly affects organizational citizen behaviour.

Researchers found that organizational citizen behaviour significantly influences employee performance at PT Mitra Sukses Sejahtera. However, this study still has limitations, namely

(1) respondents filled out questionnaires based on their perceptions so that respondents had the assumption that an increase in intention would improve employee performance. This causes filling out the questionnaire; respondents can provide answers better than the actual conditions. (2) Research is limited to distribution companies and companies with principal multinational companies, so it cannot cover all other retail companies. Based on these limitations, suggestions for future research are (1) researchers are more accessible to control questionnaire filling by using variables that have a correlation with the state of the company to be studied, (2) future research can consider different populations and variables by expanding coverage to other retail companies such as retail company employees may have direct interaction with customers that can affect job satisfaction and organizational citizen behaviour.

Through the results of this study, things that can be applied by the management of PT Mitra Sukses Sejahtera to improve and maintain organizational citizen behaviour include (1) management can maintain and continue to improve organizational citizen behaviour by rolling regularly and maintaining corporate culture through training and gatherings to increase employees' sense of belonging to the company. (2) implementing SOPs appropriately, conducting regular meetings for the entire team as evaluation material, and implementing clear rewards and punishments. (3) Strengthen the understanding of corporate culture so that it is embedded in employees' minds and can be fully implemented in their daily work. (4) prioritize and communicate the vision clearly to the entire team through regular meetings and gatherings. Thus, the results of this study can be used as a means of evaluation to improve the company's management strategy at PT Mitra Sukses Sejahtera.

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