The effect of company climate, organization citizenship behavior, and transformational leadership on work morale through employee job satisfaction

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CHRONICLE	ABSTRACT
	Contemporary businesses usually pay considerable attention to improve their employee work abilities, by paying attention to aspects of human resources. This study analyzes the effect of organizational climate, organizational citizenship behavior and transformational leadership as aspects that are predicted to increase job satisfaction and work morale. Sampling was taken using a non-probability sampling method, and through a Likert Scale with the questionnaire being distributed to 96 employees. The results of regression analysis show that there are significant effects of job satisfaction on work morale (t=2.706 and p=0.008<0.05), organizational climate on job satisfaction (t=6.701; p=0.000<0.05), and organizational citizenship behavior on job satisfaction (t=3.295; p=0.001<0.05). In examining the mediating effect, the findings showed that there were significant effects of organizational climate on work morale through job satisfaction (t=2.492; p=0.015<0.05), organizational citizenship behavior on work morale with job satisfaction interventions (t=2.311; p=0.023<0.05). However, the study found that there was neither any significant effect of transformational leadership on job satisfaction nor transformational leadership on work morale with job satisfaction mediation. In theoretical term, the findings emphasize the importance of job satisfaction in forming company climate and employee morale. In practical side, this study found a basis for managerial level to pay more attention to job satisfaction in workplace as it also reflects an atmosphere that provides a combination of inside and outside work.

1. Introduction

Among company resources consist of physical capital resources, organizational capital resources, human capital resources, then human capital resources are classified as the most important and become the focus of many companies (Barney, 1986). According to Robbins & Judge (2008), job satisfaction or employee satisfaction is a measure of the level of satisfaction of workers with their type of work which is related to the nature of their job duties, the results of the work achieved, the form of supervision and organizational climate obtained and a sense of relief and liking for the work they are engaged in. The organizational climate in management science is seen as part of the strategy outlined in planning, organizing, directing and supervising managers in an effort to influence staff to work together to achieve organizational goals (Grojean et al., 2004; Suyatno, 2008). The creation of an organizational climate has an effect, either directly or indirectly, on the level of work motivation, responsibility, job satisfaction and work discipline and work productivity. Organizational climate in harmonious relation is supportive of employee work performance (Robbin & Judge, 2008). In addition to the organizational climate, other factors that are seen as supporting the development of MSMEs, especially in increasing job satisfaction, management feel the need to improve organizational conditions, especially shaping employee work behavior through the provision of rewards and incentives. Organ et al. (2005) defines organizational citizenship behavior (OCB) as the positive behavior of people in companies, who express themselves in the form of a conscious and voluntary willingness to work. Sumantri and Pareke (2011) stated

factors supporting the formation of OCB including group cohesiveness, transformational leadership attitudes, and organizational justice. In order for the extra-role behavior or OCB of employees to be shown properly, the effectiveness of the role of a leader, especially transformational leadership, is needed. Several studies have examined organizational climate, organizational citizenship and transformational leadership on work morale and job satisfaction. Bhaesajsanguan (2010) examined the relationship between organizational climate, job satisfaction and organizational commitment by examining OCB among Thai technicians in the private sector. Castro and Martin (2010) examined the relationship between organizational climate and job satisfaction. Antonaki and Trivellas (2014) examined the organizational climate with work morale. Asgari et al. (2008) examined the effect of transformational leadership on job satisfaction. Rusdiyanto and Riani (2015), Voon et al. (2011), Huang et al. (2012) examined transformational leadership, organizational climate, OCB and employee job satisfaction. This can illustrate that the study of organizational climate, OCB and transformational leadership is an important aspect that needs to get the attention and study of the company, as well as its impact on job satisfaction which allows it to support increased work morale. With regard to this description, this study aims to determine and analyze the influence of organizational climate, OCB, and transformational leadership on work morale through employee job satisfaction.

2. Literature Review

2.1. Effect of Job Satisfaction on the Work Morale

Lévy-Garboua and Montmarquette (2004) state that job satisfaction describes the feelings of workers based on their work experience, then Gibson et al. (1996) states that job satisfaction is an attitude of workers about their work that results from their perceptions of their work based on factors in the work environment. Such as supervisor's style, policies and procedures, work group affiliation, working conditions, and other benefits for workers. According to Davis and Newstrom (1981), talking about work morale, we always interpret morality as an individual and group attitude towards their work environment and an attitude to work at their best by volunteering their abilities. In this case, the emphasis is more on the urge to work your best than just pleasure. Furthermore, Davis and Newstrom (1981) connect work morale with quality of work life effort. Work morale is useful and can be used for various purposes which are closely related to efforts to build relationships between employees, informal and formal communication, the formation of discipline and counseling. Some studies empirically tested and showed that there is a relationship between job satisfaction and work morale (Lüleci & Çoruk, 2018; Davis & Newstrom, 1981; Lévy-Garboua & Montmarquette, 2004).

H_1. There is an effect of job satisfaction on the work morale of the employees.

2.2. Organizational Climate on Job Satisfaction

Company climate refers to the concept of organizational climate, which according to Litwin & Stringer (1968) as a concept that provides an overview of the subjective nature or quality of an organization. The elements can be perceived and experienced by members of the organization. Davis & Newsroom (1981) view organizational climate as the personality of an organization that differentiates it from other organizations which leads to the perception of each member in viewing the organization. The characteristics or dimensions of organizational climate affect the motivation of organizational members to behave in a certain way, therefore organizational climate can be described and measured in terms of these dimensions (Litwin & Stringer, 1968). Robbins & Judge (2008) define job satisfaction as a positive feeling about one's job which is the result of an evaluation of its characteristics. Some studies have highlighted the role of organizational climate on job satisfaction (Ahmad et al., 2018; Hashemi & Sadeqi, 2016; Salam, 2016).

H_2. There is an effect of organizational climate on job satisfaction of employees.

2.3. Organizational Citizenship Behavior on Job Satisfaction

Robbins and Judge (2008) define organizational citizenship behavior (OCB) as a choice behavior that is not part of the formal work obligations of employees, but supports the effective functioning of the organization. Jha & Jha (2010) explain that OCB is characterized by any form of effort carried out at the employee's discretion that provides benefits to the organization without expecting any reward. Kumar et al. (2009) explain OCB as individual behavior in contributing to the creation of organizational effectiveness and is not directly related to the organizational reward system (Romi & Ahman, 2020). Every job requires interaction with colleagues and superiors, following organizational rules and policies, meeting performance standards, accepting less than ideal working conditions, and so on. This means that an employee's assessment of how satisfied or dissatisfied he is with work is a complex presentation of a number of different job elements (Wibowo et al., 2020). Tsai (2014) explains that the organizational climate and organization citizenship behavior (OCB) is a condition that describes the behavior of employees who are part of the organizational climate.

H_3. There is an influence of organizational citizenship behavior on job satisfaction.

2.4. Transformational Leadership on Employee Job Satisfaction

According to Sagala & Rivai (2009), leadership basically involves other people, involves the unequal distribution of power between leaders and group members, mobilizing abilities by using various forms of power to influence the behavior of subordinates and regarding values. Rusdiyanto & Riani (2015) suggest that transformational leaders have good vision, rhetorical

skills and impression management and use them to develop strong emotional bonds with their followers. Furthermore, Luthans (2006) explains that employees who are classified as high in satisfaction tend to have better physical health, learn new job-related tasks more quickly, have fewer work accidents, file fewer complaints, improve performance, and reduce employee turnover and absenteeism.

H_4. *There is significant effect of transformational leadership on employee job satisfaction.*

2.5. Organizational Climate on Employee Morale through Job Satisfaction

Wirawan (2007) defines organizational climate more broadly, namely the perception of organizational members and those who are regularly connected with the organization regarding what is or happens in the organization's internal environment on a regular basis that affects organizational attitudes and behavior and the performance of organizational members which then determines organizational performance. Organizational climate is important to create because it is a person's perception of what is given by the organization and is used as the basis for determining the next member behavior. Climate is determined by how well members are directed, built and valued by the organization. Davis and Newstrom (1981) views organizational climate as the personality of an organization that differentiates it from other organizations which leads to the perception of each member in viewing the organization. Meanwhile, Lin et al. (2009) defined work morale as a predisposition for organizational members to strive to achieve organizational goals and objectives. Moral includes a commitment to that goal. Moral is a group phenomenon that includes striving, shared goals and a feeling of belonging. It can be seen that work morale is a predisposition that affects the will, feelings and thoughts driven by satisfaction to work and strives to achieve the goals that have been set as well as possible. Tsai (2014); Huang et al. (2012), it is explained that the organizational climate is a condition that is part of the support for work culture. Tsai (2014); Huang et al. (2012), illustrate that pleasant conditions will be created if the relationship between employees on all fronts develops harmoniously. Conditions in a harmonious work environment greatly support the achievement of work morale which is preceded by an increase in employee satisfaction. Thus, the company must be able to determine the goals of its organization to increase employee morale with the hope of increasing work productivity.

H_5. *Job satisfaction mediates the effect of organizational climate on employee morale.*

2.6. Organizational Citizenship Behavior, Work Morale and Job Satisfaction

The OCB components used extensively are the components proposed by Huang et al. (2012); Jahangir et al. (2004); Organ et al. (2005); Kumar et al. (2009); Ahmed et al. (2012); Chiang & Hsieh (2012). The components include, first, altruism is the behavior of taking the initiative to voluntarily help or help colleagues in the organization. Second, courtesy is individual behavior that maintains good relations with colleagues in order to avoid disputes between members in the organization. A person who has this dimension is a person who respects and cares for others. Third, sportsmanship is the individual's willingness to accept whatever is determined by the organization even in inappropriate circumstances. Fourth, conscientiousness is devotion or high dedication to work and the desire to exceed the standard of achievement in every aspect. Fifth, civic virtue is individual behavior that shows that the individual has the responsibility to be involved, participate, participate and care in various activities organized by the organization (Soetjipto et al., 2020). Work morale can be seen in relation to individual and group morals. Individual moral means individual morale to contribute energy and thoughts in an effort to achieve organizational goals. Meanwhile, group work morale means the working morale of the group together to contribute energy and thoughts in order to achieve common goals. The maintenance of high work morale should be regarded as a permanent management responsibility, because once morale drops, it will take a long time to improve (Ugwu, 2012). Sagala & Rivai (2009) explain that job satisfaction at a certain level can prevent employees from looking for work in other companies. Employees who get satisfaction from their company will have a greater sense of attachment or commitment to the company than employees who are not satisfied.

H_6. *Job satisfaction mediates the organizational citizenship behavior effect on work morale.*

2.7. Transformational Leadership on Work Morale Through Job Satisfaction

Luthans (2006) argues that transformational leaders use legitimacy tactics more often and produce higher levels of identification and internalization, have better performance, and develop followers. Transformational leaders are believed to be more successful in driving organizational change because of the emotional arousal of followers and their willingness to work towards the leader's vision. Meanwhile, transactional leaders either do not lack the traits of these leaders, or are they able to develop strong emotional bonds with their followers or inspire followers to do more than they think they can. Transactional leaders are believed to motivate followers by setting goals and promising rewards for good performance. Transactional leadership only maintains the existence of the status quo, the use of rewards by the leader does not produce long-term changes such as transformational leadership. Robbins & Judge (2008) defined transformational leadership as superior to transactional leadership, and produces levels of follower effort and performance that go beyond what could be achieved if the leader only adopted a transactional approach. Ellemers et al. (2011) stated that work morale is measured through several indicators, including initiative, integrity, prioritizing, and encouragement to achieve good work results. Asgari et al. (2008); Huang et al. (2012), both of which can prove that transformational leadership affects job satisfaction and also affects morale work directly or moderated by job satisfaction. However, some theoretical literature as stated by Robbins and Judge (2008); Sagala and

Rivai (2009) do not explain leadership factors, especially transformational leadership as part of the variables constructing employee job satisfaction.

H$_7$. *Job satisfaction mediates the influence of transformational leadership on work morale*

3. Research Methods

3.1. Sampling Technique

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to study and then draw conclusions (Sumadi, 2005). The population of this research is the employees of Citra Mulia Perkasa in Sidoarjo, East Java which all employees in this organization are 96 people. Considering the number of members of the population, the sampling in this study used the total population study, which is to take all members of the population as research subjects (Sumadi, 2005). Based on the consideration of the number of employees, then in this quantitative study the number of samples taken was 96 employees.

Table 1
Research Sampling

Years of service	Freq.	%
<1 year	12	13%
1 -5 years	42	44%
5 - 10 years	34	35%
> 10 years	8	8%
Total	96	100%

Table 1 shows that as many as 44% of respondents had a working period of 1-5 years, and 35% of the respondents had a working period of 5 to 10 years, and 8% of the respondents worked more than 10 years. The length of this working period illustrates that most of the employees is relatively able to survive and interact well in the work environment or in the field of work. The remaining 13% of respondents have worked less than one year, which is the addition of new employees to complete job needs.

3.2. Data collection

The data collection technique in this study used a questionnaire with a number of written questions that are used to obtain information from the subject in terms of reports about their personality or things they know about (Sumadi, 2005).

3.3. Research Instrument Testing

Validity can be interpreted as the accuracy and accuracy of a measurement instrument in performing its measure function, therefore every measuring instrument used as a measurement scale must be tested for validity (Azwar, 2007).

3.4. Data Analysis

Based on the results of calculations using the IBM SPSS version 20.00 program computer, it can be used as a basis for analysis in order to prove the proposed hypothesis. Verification of the hypothesis is done using statistical tests.

4. Results

The validity technique used in this study uses content validity techniques, namely the extent to which the items in the test tool are able to cover the entire content area to be measured by the test tool.

Table 2
Test the validity of the independent variable

Organizational Climate	rxy	Point α	Cronbach's α
Structure	0.627	0.729	0.786
Standards	0.583	0.742	
Responsible	0.730	0.704	
Appreciation	0.514	0.759	
Support	0.390	0.786	
Commitment	0.414	0.788	
OCB	rxy	Point α	Cronbach's α
Altruism	0.745	0.732	0.814
Courtesy	0.702	0.748	
Sportsmanship	0.622	0.772	
Conscientiousness	0.354	0.843	
Civic Virtue	0.606	0.777	
Transformational leadership	rxy	Point α	Cronbach's α
Idealized influence	0.451	0.698	0.711
Inspirational Motivation	0.606	0.594	
Intellectual Stimulation	0.534	0.625	
Individualized Consideration	0.450	0.678	

According to Azwar (2007), item validity can be tested by comparing the total item correlation coefficient (rxy) greater than 0.30. This value is used to determine the validity coefficient of each item as well as to measure the level of difference power.

Table 3
Test the validity of the intervening and dependent variables

Job satisfaction	rxy	Point α	Cronbach α
Payment	0.521	0.808	0.815
Profession	0.736	0.741	
Promotion opportunity	0.720	0.744	
Supervisor	0.464	0.822	
Co-workers	0.626	0.774	
Moral of work	**rxy**	**Point α**	**Cronbach α**
The drive achieves results	0.416	0.831	0.813
Active in office activities	0.714	0.744	
Prioritize work	0.616	0.773	
Integrity	0.748	0.742	
Initiative	0.569	0.790	

Furthermore, the measuring instrument can be declared reliable, if the measurement results and values are consistent like the initial measurement. The reliability test of the two research questionnaires used Cronbach alpha reliability technique. Measuring instrument is declared reliable if it has an alpha value close to a value of 1.00 (Azwar, 2007), or has an alpha value greater than 0.70 for social science (Ghozali, 2011).

Table 4
Hypothesis testing with intervening variables

Model 1- Dependent: Work morale (MW)	β	t	Sig.
(Constant)	11.175	5.033	0.000
Org. Climate (Abs)	0.189	2.491	0.015
OCB (Abs)	0.201	2.311	0.023
Leadership (Abs)	-0.057	-1.127	0.263
Satisfaction	0.248	2.706	0.008
Equation: MW=11.175+0.189+0.201+-0.057+ 0.248+e			

The variable with brackets (Abs) in the SPSS program explains that the value of each variable intervened by the variable Z (job satisfaction). Table 4 explains that work morale has a linear correlation with the variables of organizational climate, organizational citizenship, and leadership which are intervened by job satisfaction. Job satisfaction as an independent variable has a linearity relationship with work morale. It can be said that if each variable has increased or decreased to the same degree, it will be followed by an increase or decrease in oral work with the same degree. The results of hypothesis testing showed the influence of organizational climate on work morale intervened by job satisfaction with a value of t=2.492 with p=0.015<0.05). This means that there is a significant positive effect, or the hypothesis is accepted. Furthermore, there is an effect of organizational citizenship behavior on work morale with job satisfaction interventions obtained by the value of t=2.311 with p=0.023<0.05). This means that there is a significant positive effect or the hypothesis is accepted. This is in accordance with Waspodo & Minadaniati (2012) presenting that the organizational climate and OCB have an effect on employee job satisfaction, both simultaneously and partially. Likewise, research conducted by Siswanto & Yuniawan (2012) also proves that the organizational climate has a significant effect on increasing employee job satisfaction. Furthermore, research conducted by Swaminathan & Jawahar (2013); Sumantri & Pareke (2011) explains that OCB has a major influence on increasing employee job satisfaction. The results in the effect of transformational leadership on work morale intervened with job satisfaction obtained the value of t=-1,127 with p=0.263> 0.05). This means there is no influence, or the hypothesis is rejected. Lastly, the effect of job satisfaction on employee work morale is empirically proven to be significant indicated by the value of t=2.706 with p=0.008<0.05). This means that there is a significant positive effect, or the hypothesis is accepted. Antonaki & Trivellas (2014); Avram et al. (2015) stating that organizational climate through job satisfaction affects employee work morale. Likewise, Gregory et al. (2002); Organ, et al. (2005); Podsakoff et al. (2000) explain that OCB directly affects the impact of increasing job satisfaction, which in turn affects job satisfaction and employee enthusiasm. In addition, research by Swaminathan & Jawahar (2013) shows that OCB directly affects work morale, morale or employee enthusiasm directly. Furthermore, regarding the influence of the independent variable on job satisfaction, the results is shown in Table 5.

Table 5
Hypothesis test of independent variables on job satisfaction

Model 1	β	t	Sig.
(Constant)	11.770	6.722	0.000
Org. Climate	0.308	6.701	0.000
OCB	0.223	3.295	0.001
Leadership	-0.088	-1.551	0.124

The results of hypothesis testing between the independent variables on job satisfaction are known as table 5, showed that the effect of organizational climate on job satisfaction obtained by the value of t=6.701 with p=0.000<0.05). This means that there is a significant positive effect, or the hypothesis is accepted. Furthermore, there is a significant effect of organizational citizenship behavior on job satisfaction obtained a value of t=3.295 with p=0.001<0.05). This means that there is a significant positive effect or the hypothesis is accepted. However, in relationship between transformational leadership on job satisfaction, the results showed obtained a value of t=-1.551 with p=0.124> 0.05), which means there is no influence, or the hypothesis is rejected. This is supported by Podsakoff et al. (1990) explicitly explaining that transformational leadership does not have an impact on increasing or decreasing the level of employee job satisfaction. Meanwhile, Sarwat (2011) also concluded that employee job satisfaction has no correlation with transformational leadership.

5. Conclusion

The analysis has found that the company climate and organization citizenship behavior (OCB) through job satisfaction have maintained significant effect on employee work morale. Likewise, company climate and organization citizenship behavior (OCB) also have had an effect on employee job satisfaction. However, this study cannot prove that transformational leadership has any effect on work morale intervened by job satisfaction, nor can it prove that transformational leadership has any effect on employee job satisfaction. Theoretically, the findings emphasize the importance of job satisfaction in forming company climate and employee morale. Hence, it is worth noted that employee job satisfaction is fundamentally formed by the psychological and social atmosphere in the work environment, in addition to physical factors related to work systems and facilities at work. Further explained that psychological factors are factors related to psychological aspects of employees, such as interest, job security, attitudes towards work, talents, intelligence, and skills and experience. In addition, social factors that concern the relationship between employers and employees with natural leader are one part or another. In practical side, this study found a basis for managerial level to pay more attention to job satisfaction in workplace as it also reflects an atmosphere that provides a combination of inside and outside work. It is also reflected by a balanced emotional attitude between the remuneration received and the implementation of the job. The empirical evidence showed that employees who enjoy a combination of job satisfaction in and outside of work will feel satisfied if the work results and remuneration are considered fair and proper. As limitation of this study, it needs to underline that there is no absolute measure of satisfaction because each individual employee has different standards of satisfaction. Job satisfaction indicators are only measured by discipline, work morale, large employee turnover, and so employee job satisfaction in the company is reduced. In addition, further research needs to examine employee age in its relation to affect job satisfaction, since some studies confirm that young employees have high job satisfaction demands, while older employees have relatively low job satisfaction and demands.

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