

PERANAN GAYA KEPEMIMPINAN TRANSAKSIONAL TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) DENGAN MOTIVASI KERJA SEBAGAI VARIABEL INTERVENING

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INTISARI

Pekerja pabrik dituntut untuk tidak hanya menyelesaikan tugas formalnya, tetapi juga menunjukkan kesediaan membantu rekan kerja, menyampaikan informasi terkait permasalahan produksi, serta beradaptasi dengan perubahan target dan beban kerja. Namun, dalam praktiknya perilaku *Organizational Citizenship Behavior* (OCB) tersebut belum ditampilkan secara konsisten oleh seluruh pekerja, sehingga berpotensi menghambat kelancaran proses produksi yang saling berkaitan antar tahapannya. Penelitian ini bertujuan mengetahui pengaruh gaya kepemimpinan transaksional terhadap OCB dengan motivasi kerja sebagai variabel intervening. Sampel ini pada 150 pekerja bagian produksi yang dipilih dengan teknik *accidental sampling*. Instrumen menggunakan skala Kepemimpinan Transaksional (adaptasi Multifactor Leadership Questionnaire), skala OCB dan skala Motivasi Kerja (teori Herzberg). Hasil analisis menunjukkan bahwa motivasi kerja tidak terbukti memediasi pengaruh gaya kepemimpinan transaksional terhadap OCB ($p = 0,524$). Secara parsial, gaya kepemimpinan transaksional berpengaruh positif dan signifikan terhadap OCB ($p = 0,033$), tetapi tidak berpengaruh signifikan terhadap motivasi kerja ($p = 0,498$), dan motivasi kerja juga tidak berpengaruh signifikan terhadap OCB ($p = 0,063$). Penelitian selanjutnya disarankan menambahkan variabel lain, seperti kepuasan kerja atau iklim organisasi, serta memperluas subjek penelitian.

Kata kunci: Kepemimpinan Transaksional, Motivasi Kerja, Organizational Citizenship Behavior (OCB)

1. Peneliti
2. Dosen Pembimbing I
3. Dosen Pembimbing II

THE ROLE OF TRANSACTIONAL LEADERSHIP STYLE IN ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) WITH WORK MOTIVATION AS AN INTERVENING VARIABLE

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ABSTRACT

Production workers in plywood factories are required not only to complete their formal job duties but also to demonstrate a willingness to assist colleagues, communicate information regarding production-related problems, and adapt to changes in production targets and workloads. However, in practice, Organizational Citizenship Behavior (OCB) has not been consistently demonstrated by all workers, potentially hindering the smooth operation of interconnected production processes. This study aims to examine the effect of transactional leadership style on OCB, with work motivation as an intervening variable. The sample consisted of 150 production workers selected using an accidental sampling technique. The research instruments included the Transactional Leadership Scale, adapted from the Multifactor Leadership Questionnaire (MLQ), the OCB Scale, and the Work Motivation Scale based on Herzberg's theory. The results showed that work motivation did not significantly mediate the effect of transactional leadership style on OCB ($p = 0.524$). Partially, transactional leadership style had a positive and significant effect on OCB ($p = 0.033$), but did not have a significant effect on work motivation ($p = 0.498$). Furthermore, work motivation did not have a significant effect on OCB ($p = 0.063$). Future research is recommended to include other variables, such as job satisfaction or organizational climate, and to expand the research sample and context.

Keywords: Organizational Citizenship Behavior (OCB), Transactional Leadership Style & Work Motivation

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