

PENGARUH KEPEMIMPINAN (*LEADERSHIP*), KUALITAS KEHIDUPAN KERJA (*QUALITY OF WORK LIFE*) TERHADAP ORGANIZATIONAL CITIZENSHIP BEHAVIOR DENGAN MEDIASI KEPUASAN KERJA (*JOB SATISFACTION*) DI PT. PERTAMINA (PERSERO)

ABSTRAK

Perkembangan dan perubahan dunia secara global yang begitu cepat membuat perusahaan Pertamina harus segera menyesuaikan dan mentransformasikan diri untuk memanfaatkan setiap peluang dan tantangan baik *internal* maupun *eksternal* perusahaan agar dapat memenangkan persaingan. Penting bagi perusahaan, memperhatikan dinamika pasar dan lingkungan eksternal agar dapat bertahan dan meningkatkan produktivitas dalam persaingan global. Untuk menjawab perkembangan dan dinamika tersebut peningkatan kapabilitas manajemen sumber daya manusia secara profesional dengan *organizational citizenship behaviour* (OCB) yang tinggi, merupakan aset yang memegang peranan penting untuk meningkatkan produktivitas perusahaan.

Penelitian ini bertujuan untuk menemukan model *organizational citizenship behavior* (OCB) berdasarkan kepemimpinan dan kualitas kehidupan kerja yang dimediasi oleh kepuasan kerja di PT. Pertamina (Persero). Penelitian dilakukan di PT. Pertamina (Persero) yang melibatkan 359 karyawan sebagai populasi, masing-masing MOR III Jakarta sebanyak 217 dan MOR V Surabaya sebanyak 142. Sampel penelitian sebanyak 189 responden, yang dipilih menggunakan teknik *proportional random sampling*. Data dikumpulkan menggunakan skala likert dengan *Construct Reliability* (CR) $\geq 0,70$ dan *Variance Extrated* (VE) $\geq 0,50$. Data dianalisis menggunakan teknik *Structural Equation Modelling* (SEM) dengan program Lisrel versi 8.80.

Penelitian ini menemukan unsur kebaruan/novelty bahwa kepemimpinan, kualitas kehidupan kerja, dan kepuasan kerja tidak hanya berpengaruh langsung positif terhadap *organizational citizenship behaviour* tetapi juga kepemimpinan dan kualitas kehidupan kerja berpengaruh tidak langsung terhadap *organizational citizenship behaviour* melalui mediasi kepuasan kerja. Kepuasan kerja sebagai variabel mediator/intervening memiliki pengaruh dominan (0,490) terhadap *organizational citizenship behaviour*. Selanjutnya kepemimpinan dan kualitas kehidupan kerja berpengaruh langsung positif terhadap kepuasan kerja. Kualitas kehidupan kerja memiliki pengaruh yang lebih dominan (0,749) dibandingkan kepemimpinan (0,09) terhadap kepuasan kerja. *Organizational citizenship behaviour* tercermin dari indikator dominan kebajikan, kepedulian, kesopanan, kurang dominan sportifitas dan kesungguhan. Kepemimpinan tercermin dalam indikator pertimbangan individual, pengaruh yang ideal, simulasi intelektual, inspirasional motivasi. Kualitas kehidupan kerja tercermin dalam indikator kondisi keselamatan kerja, kompensasi yang adil, lingkungan pekerja, integrasi sosial, lingkungan demokratis, perbaikan kapasitas tempat kerja. Sedangkan kepuasan kerja tercermin dalam indikator afiliasi kelompok kerja, kondisi kerja, tunjangan, gaya pengawasan, kebijakan dan prosedur yang dapat memediasi tumbuhnya *organizational citizenship behaviour* pada pekerja Pertamina.

Kata Kunci: *Organizational Citizenship Behavior* (OCB), kepuasan kerja, kepemimpinan, kualitas kehidupan kerja

THE EFFECT OF LEADERSHIP, QUALITY OF WORK LIFE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH MEDIATION OF WORK SATISFACTION (JOB SATISFACTION) IN PT. PERTAMINA (PERSERO)

ABSTRACT

Rapid developments and changes in the global world make Pertamina companies must immediately adjust and transform themselves to take advantage of every opportunity and challenge both internal and external to the company in order to win the competition. Important for Pertamina, paying attention to market dynamics and the external environment in order to survive and increase productivity in competition. global. To respond to these developments and dynamics, enhancing the capability of professional human resource management with high organizational citizenship behavior (OCB) is an asset that plays an important role in increasing company productivity.

This study aims to find a model of organizational citizenship behavior (OCB) based on leadership and quality of work life that is mediated by job satisfaction at PT. Pertamina (Persero). The study was conducted at PT. Pertamina (Persero) which involved 359 employees as population, respectively MOR III Jakarta as many as 217 and MOR V Surabaya as many as 142. The research sample was 189 respondents, which were selected using proportional random sampling technique. Data were collected using a Likert scale with Construct Reliability (CR) ≥ 0.70 and and Variated Extrated (VE) ≥ 0.50 . Data were analyzed using the Structural Equation Modeling (SEM) technique with the Lisrel version 8.80 program.

This study found an element of novelty that leadership, quality of work life, and job satisfaction not only had a positive direct effect on organizational citizenship behavior but also leadership and quality of work life had indirect effects on organizational citizenship behavior through mediation of job satisfaction. Job satisfaction as a mediator / intervening variable has a dominant influence (0.490) on organizational citizenship behavior. Furthermore, leadership and quality of work life have a direct positive effect on job satisfaction. Quality of work life has a more dominant influence (0.749) than leadership (0.09) on job satisfaction. Organizational citizenship behavior is reflected in the dominant indicators of virtue, caring, politeness, to the less dominant sportsmanship and sincerity. Leadership is reflected in indicators of individualized consideration, ideal influence, intellectual simulations, inspirational motivations. Quality of work life is reflected in indicators of conditions of work safety, fair compensation, work environment, social integration, democratic environment, improvement of workplace capacity. Whereas job satisfaction is reflected in indicators of work group affiliation, working conditions, benefits, supervisory styles, policies and procedures that can mediate the growth of organizational citizenship behavior among Pertamina workers.

Keywords: *Organizational Citizenship Behavior (OCB), job satisfaction, leadership, quality of work life*