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THE INFLUENCES OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CITIZENSHIP BEHAVIOR, AND QUALITY OF WORK LIFE ON THE JOB SATISFACTION

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Abstract: *This research aims to examine and analyze the influences of transformational leadership, organizational citizenship behavior, and quality of work life on the job satisfaction. This research used causal comparative research design with quantitative method. Samples were calculated by the Slovin method and used proportional stratified random sampling. Subjects were 200 manufacturing employees of Polytechnic X. The results of this research show that there is a positive and significant influence of transformational leadership, organizational citizenship behavior, and quality of work life on job satisfaction, both partially or simultaneously. Managerial implications that can be suggestion for Polytechnic X is that management should pay attention the effective transformational leadership especially on individualized consideration dimension, organizational citizenship behaviors especially on cortesy dimension, and quality of working life especially on adequate and fair compensation dimension, to improve employee's job satisfaction.*

Keywords: *Job satisfaction, organizational citizenship behavior, quality of work life, transformational leadership.*

INTRODUCTION

The phenomena about job dissatisfaction is a sign that company has not met expectations as desired by employees. Further observations show that, employee dissatisfaction when becoming part of the Polytechnic X is caused by internal cooperation and coordination between subsections that have not been maximized, the desire to help each other that has not become a cultural work, communication of completion is still not optimal, and the work environment which still does not provide support value to better work performance. If this phenomena is not

followed up, then the employee's dissatisfaction with this conditions will be a bigger problem. Furthermore, based on previous research, the job satisfaction mentioned above are likely to be affected by several factors. And then, from the results of previous research and pre-research survey at Polytechnic X conducted by researchers, several factors that influence job satisfaction are concluded to be transformational leadership, organizational citizenship behavior, and quality of work life.

Job satisfaction is individual's general attitude towards his job. Work requires interaction with coworkers and superiors, follows organizational policies, meets performance standards, lives in working conditions that are often less than ideal, and other similar things. This means an employee's assessment of his satisfaction or dissatisfaction with work (Colquitt, et al., 2011). In this research, the operational definition of job satisfaction is about what makes a person happy at work or out of work. Job satisfaction has eight dimensions: (1) pay satisfaction, (2) promotion satisfaction, (3) supervision satisfaction, (4) coworker satisfaction, (5) satisfaction with the work itself, (6) altruism, (7) status, and (8) environment.

Transformational leadership is the influence of leaders on subordinates, how subordinates feel the trust, pride, loyalty and respect for leaders, and they are motivated to do more than what is expected by the company. Transformational leadership must be able to clearly interpret a vision for the organization, so that followers will receive the leader's credibility (Bass, in Robbins & Judge, 2015). In this research, the operational definition of transformational leadership is seen from the main function of a leader that is providing services as a catalyst of change, and at the same time as a controller of change. Transformational leadership is divided into five dimensions: (1) charisma, (2) idealized influence, (3) inspirational motivation, (4) individualized consideration, and (5) intellectual stimulation.

Organizational citizenship behavior is a positive individual behavior towards organizations that are informal in nature, where employees have done more than just demands for tasks with volunteerism, without expecting a reward, but can still improve and support the organization effectively (Organs, in Sharma and Jain, 2014). In this research the operational definition of organizational citizenship behavior is discretionary behavior that contributes to the psychological and social environment at work. There are five specific categories of discretionary behavior and their respective contributions to efficiency: (1) altruism, (2) consciousness, (3) courtesy, (4)) civic virtue (morality of citizenship), and (5) sportmanship.

Quality of work life is an important level of personal needs that can be met through working in an organization. These personal needs are employees' perceptions of work experience and future expectations, which include four aspects, namely fair treatment, work involvement, work stability, and self-realization (Walton, in Pratomo, 2018). In this study the operational definition of quality of work life is the perception by workers of the atmosphere and experience of workers in the scope of work. In this research, quality of work life has eight aspects: (1) adequate and fair compensation, (2) safe and healthy environment, (3) development of human capacity, (4) total life space, (5) growth and security, (6) social integration, (7) social relevance, and (8) constitutionalism.

The objectives of this research are to find out and analyze the effects of (1) transformational leadership on job satisfaction of Polytechnic X employees, (2) organizational

citizenship behavior towards job satisfaction of Polytechnic X employees, (3) quality of work life for job satisfaction of Polytechnic X employees, and (4) transformational leadership, organizational citizenship behavior, and quality of work life, simultaneously to the job satisfaction of Polytechnic X.

LITERATURE REVIEW

Job Satisfaction Definition

Locke (in Luthans, 2008), provides a comprehensive definition of job satisfaction that includes cognitive, affective, and evaluative reactions, and states that job satisfaction is "a positive or positive emotional state resulting from the appraisal of one's job or job experience". This definition says that satisfaction is a state of happy emotions or positive emotions that come from an assessment of one's work or work experience. Job satisfaction is the result of employee's perceptions of how well their work provides what is considered important. Robbins and Judge (2015) suggest that job satisfaction is a positive feeling about work as a result of evaluating its characteristics. Work requires interaction with co-workers and superiors, following organizational rules and policies, meeting performance standards, living with less than ideal working conditions, and other similar things. Job satisfaction affects the level of employee discipline, meaning that if satisfaction is obtained from work, then employee discipline is good. Conversely, if job satisfaction is less achieved at work, then employee discipline is low. Colquitt, et al. (2011) suggested that job satisfaction is the level of pleasant feelings obtained from the assessment of one's work or work experience. In other words job satisfaction reflects how a worker feels about his work and what a worker thinks about his work.

From various explanations about job satisfaction, we can conclude that job satisfaction is a level of someone's happy feelings as a positive assessment of their work and work environment. Jobs with high job satisfaction experience positive feelings when they think about their assignments or take part in the task activities that they live. Conversely, workers with low job satisfaction experience negative feelings when they think about their assignments or take part in the task activities that they lead.

Transformational Leadership Definition

Transformational leadership is important in organizations that require important harmony with the environment. Unfortunately, too many leaders are trapped in daily managerial activities that reflect transactional leadership. Without transformational leaders, organizations are stagnant and even become seriously out of tune with their environment.

Meanwhile, according to Yukl (in Sagimin, 2018), with the existence of transformational leadership subordinates have trust, admiration, and respect for leaders, and they will do more than what is expected. Transformational leaders transform and motivate their subordinates by (1) making them more aware of the importance of the end result of a job, (2) encouraging subordinates to go beyond their own personal interests for the benefit of the organization or team, and (3) activating their higher-order needs.

Organizational Citizenship Behavior Definition

In today's dynamic workplace, where tasks are increasingly carried out by teams and flexibility is very important, employees who engage in good organizational behavior help others in their team, volunteer to go the extra mile, avoid unnecessary conflict, respect enthusiasm and act according to rules and regulations, and easily deal with work-related stresses and disturbances (Robbins & Judge, 2017).

While McShane and Gilnow (2018) revealed that organizational citizenship behavior is various forms of cooperation and assistance to others that support the social and psychological context of the organization. Organizational citizenship behavior directed at individuals, such as helping coworkers with work problems, adjusting work schedules to accommodate coworkers, showing genuine courtesy towards coworkers, and sharing work resources (supplies, technology, staff) with coworkers. in terms of organizational organizational citizenship behavior is in the context of cooperation and assistance to the organization, such as supporting public image, offering ideas beyond what is needed for personal work, attending events that support the organization, and following new developments in the organization.

The definitions mentioned above appear to be complementary so that it can be understood that organizational citizenship behavior as positive individual behavior towards informal organizations where employees have behaved more than just demands on voluntary tasks, without expecting a reward, but can still increase and support the organization effectively, and if this voluntary behavior is not carried out then there will be no punishment from the organization.

Quality of Work Life Definition

In this study the quality of work life has eight aspects namely adequate and fair compensation, safe and healthy work, the ability of human progress, opportunities to continue growth and security, social integration in work, constitutionalism of work, total living space and social dependence on work life. According to Robbins & Judge (2015) the quality of work life describes a process of how an organization responds to employee needs by developing mechanisms such that employees have the opportunity to make decisions to design their lives within the scope of work.

Whereas Riggio (2009) states the quality of work life is determined by compensation received by employees, the opportunity to participate in the organization, job security, work design and quality of interaction between members of the organization The success of creating quality of work life according to Werther and Avis (1996) in an organization is an effort which is not easy and must be sought by both parties, namely management and employees. So, based on the definitions of some of the figures above, the quality of work life can be interpreted as an effort to meet the important needs of workers by the organization where they work, so that the creation of worker welfare.

RESEARCH METHODS

In this study the population used was all employees of the Polytechnic X as many as 398 people. According to Sugiyono (2017), the sample is part of the number and characteristics

possessed by the population. The number of samples that will be used as research objects is determined based on the calculation of the Slovin formula with a tolerable error rate of 5%. Calculation of the number of samples using the Slovin formula, then the equation can be obtained as follows:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{398}{1 + (398)(0,05)^2}$$

$$n = 199,50 \rightarrow n = 200 \text{ responden}$$

Based on the calculation of the Slovin formula above, the number of samples that will be the object of research are 200 respondents from a total population of 398 employees of the Polytechnic X. The selection of respondents will be done by proportional stratified random sampling which is a way of taking samples from each sub-population by calculating the size of the population with the aim that all positions or groups of employees can be represented by research respondents.

The job satisfaction scale used was adapted and modified from the concept of Colquitt, et al. (2011) by Manurung based on previous research by Lavena (2016) with a reliability level of 0.814 and a validity test above 0.30. This scale consists of 24 items consisting of 16 favorable items and 8 unfavorable items. The distribution of items on this scale can be seen as follows:

Table 1. Blue Print of Job Satisfaction

Fase of job satisfaction	Nomor Item	
	Favorable	Unfavorable
Pay Satisfaction	1, 13	3
Promotion Satisfaction	2, 14	6
Supervision Satisfaction	4, 16	9
Coworker Satisfaction	5, 17	12
Satisfaction with the Work itself	7, 19	15
Altruism	8, 20	18
Status	10, 22	21
Environment	11, 23	24
Total Item	16	8
	24	

This transformational leadership scale was adapted and modified by Manurung based on previous research by Lavena (2016) with a reliability level of 0.902 and a validity test above 0.30. This scale consists of 20 items consisting of 15 favorable items and 5 unfavorable items. The distribution of items on this scale can be seen as follows:

Table 2. Blue Print of Transformasional Leadership

Fase of Transformasional Leadership	Nomor Item	
	Favorable	Unfavorable
Charisma	1, 8, 17	3
Inspirational motivation	2, 10, 19	6
Idealized influence	4, 11, 16	9
Intellectual stimulation	5, 13, 20	12
Individualized consideration	7, 14, 18	15
Total Item	15	5
	20	

The scale of organizational citizenship behavior was adapted and modified by Manurung based on previous research by Patty (2018) with a reliability level of 0.876 and a validity test above 0.30. This scale consists of 20 items consisting of 15 favorable items and 5 unfavorable items. The distribution of items on this scale can be seen as follows:

Table 3. Blue Print of Organizational Citizenship Behavior

Fase of organizational citizenship behavior	Nomor Item	
	Favorable	Unfavorable
Altruism	1, 9, 14	6
Consciousness	2, 5, 12	7
Courtesy	3, 8, 18	13
Civic Virtue	4, 10, 15	19
Sportmanship	11, 16, 20	17
Total Item	15	5
	20	

The quality of work life scale was adapted and modified by Mangkunegara based on previous research by Pratomo (2018) with a reliability level of 0.832 and a validity test above 0.30. This scale consists of 24 items consisting of 16 favorable items and 8 unfavorable items. The distribution of items on this scale can be seen as follows:

Table 4. Blue Print of Quality of Work Life

Fase of quality of work life	Nomor Item	
	Favorable	Unfavorable
Adequate and fair compensation	1, 17	9
Safe and healthy environment	2, 10	18
Development of human capacity	3, 19	11
Total life space	4, 12	20
Growth and security	5, 21	13
Social integration	6, 14	22
Social relevance	7, 23	15
Constitutionalism	8, 16	24
Total Item	16	8
	24	

FINDINGS AND DISCUSSION

Validity and Reliability Test

Validity test is done by using a confidence level of 95% in a significant level of 5% where to find out whether an instrument is valid or not, a comparison of the calculated value of each statement obtained from SPSS version 25 data management with r_{table} values. In this study the questionnaire was distributed to 30 respondents, then the formula $df = n-2$ obtained $df = 28$ so that the r_{table} value of 0.361.

The validity test questionnaire was carried out to 30 respondents using SPSS. The results of the validity test of 24 statements of job satisfaction questionnaires showed that 24 items were valid. The results of the validity test of 20 items transformational leadership questionnaire stated that there were 18 valid statement items and 2 invalid statement items: number 7 and 13. The results of the validity test of the 20 items of organizational citizenship behavior questionnaire stated that there were 16 valid statements and 4 invalid statements: number 5, 13, 15, and 20. And the results of the validity test of 24 items of the quality of life

questionnaire statement stated that there were 23 valid statement items and 1 item invalid statement: number 24. And then, reliability test results on existing variables, states that the variables of job satisfaction, transformational leadership, organizational citizenship behavior, and quality of work life are reliable, because the Alpha Cronbach value of these variables is more than 0.70.

Normality Test

Normality test use the Kolmogorov-Smirnov Test. The basis for decision making in this normality test is: If the significance value is > 0.05 , then the data is normally distributed, and if the significance value is < 0.05 , then the data are not normally distributed.

Table 5. Result of Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		200
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	.24802582
Most Extreme Differences	Absolute	.044
	Positive	.044
	Negative	-.035
Kolmogorov-Smirnov Z		.624
Asymp. Sig. (2-tailed)		.831
a. Test distribution is Normal.		

Linearity Test

Linearity test is performed to determine whether two variables have a linear relationship or not. Linearity test as a prerequisite in correlation analysis or linear regression. The basis for decision making in linearity testing is: if the Sig. Deviation from Linearity < 0.05 , then the two variables have a linear relationship, if the Sig. Deviation from Linearity > 0.05 , then the two variables do not have a linear relationship.

Table 6. Result of Linearity Test

ANOVA Table					
			Mean Square	F	Sig.
Job Satisfaction * Transformasional Leadership	Between Groups	(Combined)	.291	3.185	.000
		Linearity	3.981	43.505	.000
		Deviation from Linearity	.155	1.691	.024
Job Satisfaction * Organizational Citizenship Behavior	Between Groups	(Combined)	.489	7.949	.000
		Linearity	9.956	161.679	.000
		Deviation from Linearity	.125	2.037	.004
Job Satisfaction * Quality of Work Life	Between Groups	(Combined)	.244	2.802	.000
		Linearity	3.611	41.390	.000
		Deviation from Linearity	.160	1.837	.005

The significance value of deviation from linearity between transformational leadership variables and job satisfaction variables, the significance value of deviation from linearity between organizational citizenship behavior and job satisfaction variables, and the significance value of deviation from linearity between the quality of work life variables and job satisfaction are < 0.05 , so it can be concluded that each of the two variables have a linear relationship.

Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between independent variables or independent variables. A good regression model should not occur correlation between independent variables. The basis for decision making in the multicollinearity test is: if the tolerance value > 0.10 and the VIF value < 10 , then there is no multicollinearity between the independent variables in the regression model, and if the tolerance value < 0.10 and VIF value > 10 , then there will be multicollinearity between the independent variables in the regression model.

Table 7. Result of Linearity Test

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	Transformasional Leadership	.888	1.126
	Organizational Citizenship Behavior	.745	1.342
	Quality of Work Life	.831	1.204
a. Dependent Variable: Job Satisfaction			

Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. A good regression model is homoscedasticity. One method in conducting heteroscedasticity tests is to look at scatterplot chart patterns.

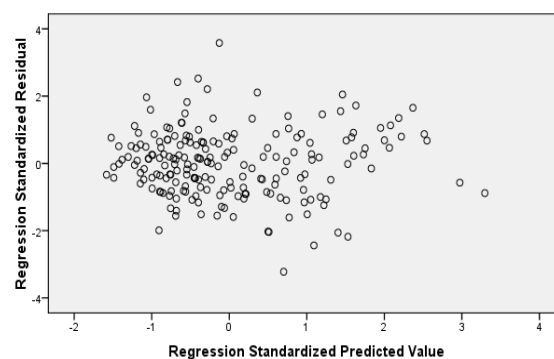


Figure 1. Heterokedasticity Test Results with Scatterplot

The basis for decision making in the heteroscedasticity test is: if there are certain regular patterns (wavy, widened, and narrowed) then heteroscedasticity occurs, and if there is no clear

pattern or plot spreads above and below the number 0 on the Y axis random, then heteroscedasticity does not occur.

Hypothesis testing: Simple Linear Regression

1) Testing Hypothesis 1: transformational leadership (X1) has a positive and significant effect on job satisfaction (Y).

Table 8. Hypothesis 1 Simple Linear Regression Test Results

Coefficients ^a				
Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
1 (Constant)	1.979	.258	7.684	.000
transformational leadership (X1)	.455	.072	6.305	.000

a. Dependent Variable: job satisfaction (Y).

Based on the table above, the t_{count} for the transformational leadership variable is 6.305, while the t_{table} value using the provisions df (degree of freedom) = nk (two sides / 0.025), then $df = 200 - 4 = 196$, so that the value of $t_{\text{table}} = 1.972$ is obtained. Therefore, it can be concluded that $t_{\text{count}} > t_{\text{table}}$ or $6.305 > 1.972$ so that H_0 is rejected. The significance of the t transformational leadership variable t test was $0.000 < 0.05$. The conclusion that can be drawn H_0 is rejected. Thus, transformational leadership partially has a significant effect on job satisfaction. The simple linear regression equation model for hypothesis 1 is $Y = 1.979 + 0.455X_1$.

Table 9. Determination Value of Transformational Leadership on Job Satisfaction

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.409 ^a	.167	.163	.316

a. Predictors: (Constant), transformational leadership (X1)

b. Dependent Variable: job satisfaction (Y)

Based on the table above, the R Square (R^2) value of 0.167 is obtained. This value can be interpreted as a percentage of the effect of the transformational leadership variable on job satisfaction variables of 16.7%.

2) Testing Hypothesis 2: organizational citizenship behavior (X2) has a positive and significant effect on job satisfaction (Y).

Table 10. Hypothesis 2 Simple Linear Regression Test Results

Coefficients ^a				
Model	Unstandardized Coefficients		T	Sig.
	B	Std. Error		
1 (Constant)	1.669	.163	10.266	.000
Organizational Citizenship Behavior (X2)	.538	.045	11.929	.000

a. Dependent Variable: Job Satisfaction (Y)

Based on the table above, the t_{count} for the organizational citizenship behavior variable is 11.929, while the value of the table is 1.972. Therefore, it can be concluded that $t_{count} > t_{table}$ or $11,929 > 1,972$ so H_0 is rejected. Significance in the t test for organizational citizenship behavior variable is $0,000 < 0.05$. The conclusion that can be drawn H_0 is rejected and H_A is accepted. Thus, organizational citizenship behavior partially has a significant effect on job satisfaction. The simple linear regression equation model for hypothesis 2 is based on Table 10 can be written: $Y = 1.669 + 0.538X_2$

Table 11. Determination Value of Organizational Citizenship Behavior on Job Satisfaction

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.647 ^a	.418	.415	.264
a. Predictors: (Constant), Organizational Citizenship Behavior (X2)				
b. Dependent Variable: Job Satisfaction (Y)				

Based on table above, obtained R Square (R^2) value of 0.418. This value can be interpreted as a percentage of the effect of variable organizational citizenship behavior on the variable job satisfaction by 41.8%.

3) Testing Hypothesis 3: quality of work life (X3) has a positive and significant effect on job satisfaction (Y).

Table 12. Hypothesis 2 Simple Linear Regression Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		T	Sig.
		B	Std. Error		
1	(Constant)	2.382	.205	11.609	.000
	quality of work life (X3)	.344	.058	5.950	.000
a. Dependent Variable: job satisfaction (Y)					

Based on table 4.20 above, the calculated value for the variable quality of work life is 5.950, while the value of the table is 1.972. Therefore, it can be concluded that $t_{count} > t_{table}$ or $5.950 > 1.972$ so that H_0 is accepted. Furthermore, the significance of the t test on the quality of work life is $0,000 < 0.05$. The conclusion that can be drawn H_0 is rejected and H_A is accepted. Thus, the quality of work life partially has a significant effect on job satisfaction. The simple linear regression equation model for hypothesis 3 is based on Table 12 can be written: $Y = 2,382 + 0,344X_3$.

13. Determination Value of Quality of Work Life on Job Satisfaction

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.389 ^a	.152	.147	.319
a. Predictors: (Constant), quality of work life (X3)				

b. Dependent Variable: job satisfaction (Y)

Based on the table above, the R Square (R²) value of 0.152 is obtained. This value can be interpreted as a percentage of the effect of the variable quality of work life on the variable job satisfaction is 15.2%.

Hypothesis testing: Multiple Linear Regression Test

In this study the multiple linear regression test aims to determine the effect of transformational leadership (X1), organizational citizenship behavior (X2), and quality of work life (X3) on job satisfaction (Y).

Table 14. F Test Results or Simultaneous Test

ANOVA ^b					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	11.565	3	3.855	61.724	.000 ^a
Residual	12.242	196	.062		
Total	23.807	199			

a. Predictors: (Constant), transformational leadership, organizational citizenship behavior, quality of work life
b. Dependent Variable: Job Satisfaction

Based on the table above, the Fcount value of 61.724 is obtained, while the Ftable value is obtained by the equation $df(n1) = k - 1$ and $df(n2) = nk$, where n is the number of respondents and k is the number of research variables so that $df(n1) = 4 - 1 = 3$ and $df(n2) = 200 - 4 = 196$,

Table 15. Unstandardized Multiple Linear Regression Test Results

Coefficients ^a			
Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	.650	.253
	transformational leadership (X1)	.260	.061
	Organizational Citizenship Behavior (X2)	.417	.049
	quality of work life (X3)	.150	.050

a. Dependent Variable: job satisfaction (Y)

then the value of $F_{table} = 2.650$ is obtained. Therefore, it can be seen that the value of $F_{count} > F_{table}$ or $61.724 > 2.650$ means that H_0 is rejected and H_A is accepted. The significance value on the F test (simultaneous test) is 0,000, which means it is smaller than 0.05 so it can be concluded that the variables of transformational leadership, organizational citizenship behavior, and quality of work life simultaneously have a significant effect on job satisfaction.

Based on the results of the multiple linear regression tests above, it can be entered into the regression equation: $Y = 0.650 + 0.260X1 + 0.417X2 + 0.150X3$.

Table 16. Results of the Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697 ^a	.486	.478	.250
a. Predictors: (Constant), transformational leadership, organizational citizenship behavior, quality of work life				
b. Dependent Variable: Job Satisfaction				

Based on Table 16 above, the value of R square produced in this study is 0.486 which means that the independent variable consisting of transformational leadership (X1), organizational citizenship behavior (X2), and quality of work life (X3) affects the variable job satisfaction (Y) of 48,6%.

Correlation Matrix Analysis between Dimensions

Correlation analysis is a statistical analysis that measures the degree of relationship involving more than one independent variable (X1, X2, X3, ..., Xn) and one dependent variable (Y). Dimension correlation analysis is used to test the correlation of the strongest correlations and influences on the dimensions of the research variables, namely in this study the dimensions of transformational leadership variables, dimensions of organizational citizenship behavior variables, and dimensions of work life quality variables on the dimensions of work satisfaction variables. In this study, testing the correlation between dimensions was carried out using the Person Correlation method, as shown in Table 17.

Table 17. Results of Correlation Matrix Analysis between Dimensions

		JOB SATISFACTION (Y)							
Dimensi Variabel		Pay (Y1)	Promo-tion (Y2)	Super-vision (Y3)	Co-worker (Y4)	Work itself (Y5)	Altru-ism (Y6)	Status (Y7)	Envi-ronment (Y8)
Transfor-masional Leadership (X1)	Charisma (X1.1)	0,270**	0,042	0,145*	0,193**	0,125	0,144*	0,062	0,127
	Inspirational motivation (X1.2)	0,413**	0,324**	0,111	0,117	0,068	0,076	0,076	0,105
	Idealized influence (X1.3)	0,337**	0,265**	0,190**	0,223**	0,242**	0,141*	0,194**	0,181*
	Intellectual stimulation (X1.4)	0,119	0,337**	0,103	0,045	0,066	0,082	0,007	-0,015
	Individualized consideration (X1.5)	0,183**	0,247**	0,302**	0,332**	0,406**	0,345**	0,422**	0,261**
Organiza-tional Citizen-ship Behavior (X2)	Altruism (X2.1)	0,086	0,037	0,441**	0,486**	0,547**	0,447**	0,532**	0,365**
	Consciousness (X2.2)	0,089	0,020	0,367**	0,431**	0,474**	0,401**	0,496**	0,332**
	Courtesy (X2.3)	0,090	0,020	0,471**	0,491**	0,557**	0,470**	0,487**	0,428**
	Civic Virtue (X2.4)	0,156*	0,070	0,362**	0,455**	0,444**	0,395**	0,457**	0,317**
	Sportmanship (X2.5)	0,103	-0,009	0,379**	0,424**	0,476**	0,440**	0,417**	0,369**
quality of work life (X3)	Adequate and fair compensation (X3.1)	0,012	0,040	0,303**	0,394**	0,476**	0,379**	0,507**	0,368**
	Safe and healthy environment (X3.2)	-0,045	0,037	0,100	0,171*	0,151*	0,120	0,199**	0,128
	Development of human capacity (X3.3)	0,094	0,139*	0,230**	0,248**	0,200**	0,203**	0,306**	0,198**
	Total life space (X3.4)	0,011	0,030	0,165*	0,170*	0,140*	0,158*	0,242**	0,156*
	Growth and security (X3.5)	-0,069	0,030	0,168*	0,238**	0,274**	0,116	0,272**	0,152*
	Social integration (X3.6)	-0,011	-0,020	0,247**	0,263**	0,289**	0,263**	0,315**	0,278**
	Social relevance (X3.7)	-0,037	-0,060	0,236**	0,340**	0,378**	0,331**	0,440**	0,340**
	Constitutionalism (X3.8)	-0,092	-0,024	0,200**	0,243**	0,337**	0,236**	0,268**	0,242**

Correlation test results of dimensions such as Table 17 above shows that the dimension of the transformational leadership variable (X1) which has the greatest relationship is **individualized consideration (X1.5)** with the job satisfaction variable (Y) on the **status dimension (Y7)** with a correlation coefficient of **0.422** (has a relationship with the category of "medium"). Furthermore, the dimension of organizational citizenship behavior (X2) which has the greatest relationship is **courtesy (X2.3)** with job satisfaction variable (Y) on the dimension of aspects of **satisfaction with the work itself (Y5)** with a correlation coefficient of **0.557** (has a relationship with "medium" category). And finally, the dimension of the quality of work life variable that has the greatest relationship is **adequate and fair compensation (X3.1)** with the job satisfaction variable (Y) on the **status dimension (Y7)** with a correlation coefficient of **0.507** (having a relationship with the category of "medium").

CONCLUSION AND SUGESTION

Based on the results of research on the influence of transformational leadership, organizational citizenship behavior, and quality of work life, on job satisfaction of employees at the Polytechnic X, several conclusions can be drawn as follows.

- 1) transformational leadership partially has a positive and significant effect on employee job satisfaction. This shows that the better transformational leadership in the company, job satisfaction will also increase.
- 2) organizational citizenship behavior partially has a positive and significant effect on employee job satisfaction. This shows that the better organizational citizenship behavior in companies, job satisfaction will also increase.
- 3) quality of work life partially has a positive and significant effect on employee job satisfaction. This shows that the better the quality of work life in the company, the job satisfaction will also increase.
- 4) transformational leadership, organizational citizenship behavior, and quality of work life, simultaneously have a positive and significant effect on employee job satisfaction. This shows that by implementing effective transformational leadership, it strengthens organizational citizenship behavior, and improve or improve the quality of work life of employees, it will cause an increase in employee job satisfaction at Polytechnic X.

In theory, this research supports the influencing factors employee job satisfaction. This research can be developed and expanded towards deeper understanding and integrated, both internal and externals that make a major contribution in determining attitudes and behavior which has an impact on increasing employee job satisfaction. The theoretical suggestion related to the conclusions and limitations of the above research are as follows.

- 1) Further research needs to be done related to the influence of transformational leadership variables, organizational citizenship behavior, and quality of work life on job satisfaction based on employee status.
- 2) Further research is needed to find out other factors which affects job satisfaction Polytechnic X employees.
- 3) A qualitative research approach is worth trying as an alternative in the theme same research.

From the results of research, discussion, and conclusions above, researchers provide practical suggestion as follows.

- 1) Company management must pay special attention and ensure that the implementation of effective transformational leadership, improve organizational citizenship behavior, and apply a good quality of work life together can improve or even improve employee job satisfaction at Polytechnic X.
- 2) Company management needs to apply transformational leadership well in order to create conditions for a conducive work environment. The dimension of transformational leadership that has the most influence on the improvement or increase in employee job satisfaction is individualized consideration. This can be done by understanding subordinates' individual differences or giving aspirations and exploring the potential of subordinates' work involvement and self-realization opportunities, and in realization providing employee opportunities in developing their careers through competency development training programs, assessments for staff, and talent pool management. Thus, companies can increase employee job satisfaction, especially the impact on the status of employees themselves who will feel more valued and feel more needed.

- 3) Company management needs to provide every employee with a good understanding of the importance of implementing organizational citizenship behavior effectively, which can improve employee job satisfaction. The dimension of organizational citizenship behavior that has the most influence on the improvement or increase of employee job satisfaction is courtesy. This can be done by providing joint activities to employees, for example by making employees want to do something useful for the organization in addition to the main task voluntarily or making employees participate in various activities organized by the organization, in realization it can be packaged in the form of capacity building for all employees or simple parties that are held to strengthen relations between employees.
- 4) Company management needs to apply the quality of work life well in order to create conditions for a conducive work environment. The dimension of quality of work life that has the most influence on the improvement or improvement of employee work performance is adequate and fair compensation. If the company's management provides an opportunity for employees to develop their thinking creativity while working by promoting a continuous improvement program through good Quality Control followed by improving the reward system provided by the company for employee performance, it will have an impact on increasing job satisfaction, especially on employee status.

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