

LEADERSHIP EFFECTIVENESS DURING THE COVID-19 EPIDEMIC: CONFIRMATION OF JOB SATISFACTION FOR MANUFACTURING EMPLOYEES IN INDONESIA

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ABSTRACT

The purpose of this study is to confirm effective leadership during the 2019 coronavirus disease (COVID-19) epidemic, effective leadership is leadership that all organizations need. Maintaining and providing job satisfaction for employees during epidemic conditions. This study investigates three objectives; first, examine the direct effect of effective leadership on job satisfaction and OCB, second, examine the relationship between job satisfaction and OCB; and, third, investigate the mediation of the relationship between job satisfaction and OCB through effective leadership among employees and managers in private manufacturing companies in Indonesia. The research applies a quantitative approach using a questionnaire technique, data management applies structural equation modeling (SEM) techniques. Sampling using a simple random technique of employees who occupy managerial positions of 400 people to be analyzed. The results explain a significant relationship between effective leadership on job satisfaction and OCB, then, job satisfaction explains a positive correlation relationship with OCB. The moderating and mediating effect of effective leadership has a positive and significant association with job satisfaction and OCB. Private manufacturing companies in Indonesia are economically disadvantaged by non-natural disaster conditions which make it difficult to control conditions. This encourages companies to reduce spending by reducing the number of workers, production, and operations. Employees who feel aggrieved by management's decisions need solutions to remain in their jobs. This research shows that effective leadership can link employees to stay in position and improve overall organizational performance.

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1. INTRODUCTION

Technology is changing rapidly and driving changes in human behavior in the 21st century, this requires all organizations to have new insights about leadership, the world views this shift in behavior as an organizational skill (Hanjunker, 2019).

Every company has a different structure and size, but effective leadership has the goal of maximizing employee performance to achieve organizational goals. Effective leaders always take action to motivate employees to have strength, and enthusiasm and enjoy the process of their work for the success of organizational goals (Yukl, 1998).

Research on job satisfaction proves that effective leaders greatly impact employee job satisfaction (Ogbonna & Harris, 2000; Podsakoff et. al, 2000; Edu Valsania et. al, 2012; Muhdar & Rahma, 2015; Sani et. al, 2018). and can create organizational membership behavior (OCB) at the employee level (Rodrigues & Ferreira, 2015; Sarwar et. al, 2015; Ismaealzadeh et. al, 2016; Saif et. al, 2016; Cofie, 2018; Hassi, 2018). Ultimately creating sustainable growth in increasing overall organizational performance. When leadership occurs, their job is to motivate employees to achieve group and organizational goals, in an orderly and logically significant way. Most individuals believe that leadership is those who are formally appointed and assigned. Meanwhile, another definition of a leader is an action decided by a leader that contributes to overall group effectiveness, human and social interaction, and the process of influencing others to fulfill organizational goals, this is related to the leadership work part.

While there is no universal trait of a great leader, there are several qualifications for leadership in different contexts. Successful leadership is leadership that goes through the process of carrying out

functions compared to its personality. Stogdill (1974), makes a good point in the context of effective leadership; the leader gives delegates of power to subordinates so that they know about what the organization expects for the performance they are doing, but the role of the leader is still maximized by providing clear information about policy changes, providing choices, and listening to ideas and ideas that arise from employees before deciding to set a new plan. Successful leaders demonstrate greater adaptability and flexibility, enabling them to adapt their behavior to the shifting demands that occur in the organizational environment. According to Cheung & Wong (2011), the presence of an effective leader can motivate employees to go beyond their skills in carrying out tasks and responsibilities in creative ways and solving problems that occur in the organization. Then Givens (2008), states that employee behavior can be influenced by leadership effectiveness factors. So this research confirms by investigating three objectives; first, examine the direct effect of effective leadership on job satisfaction and OCB, second, examine the relationship between job satisfaction and OCB; and, third, investigate the mediation of the relationship between job satisfaction and OCB through effective leadership among employees and managers in private manufacturing companies in Indonesia.

2. LITERATURE REVIEW

Effective leadership with job satisfaction

Leaders who prioritize work communication have a major influence on performance, job satisfaction, and employee behavior, not only affecting the emotions and mentality of employees but have a significant impact on the attitudes of employees who are intrinsically motivated toward organizational goals (Burns, 2007).

Job satisfaction refers to a pleasurable emotional and mental state that arises when a person appreciates a career process and loves their job (Locke, 1983). In addition, Robbins (1998) defines job satisfaction as several positive feelings in employees about their work and workplace, including the pleasure they get from work and the circulation of life in the work environment they feel. (Basaran, 2000) states that employee job satisfaction is driven by effective leadership because of the ability to understand the feelings, emotions, and aspirations of subordinates, listen to the hearts of subordinates, and direct them to organizational goals. Study Kennerly's (1989) proved that there is a relationship between job satisfaction, leadership behavior, and organizational performance. The research results show that effective leadership can increase work productivity and job satisfaction of employees by increasing their motivation (Goleman, 2002; Locke & Latham, 1990; Petty et. al, 1984; Kouzes & Posner, 2002). Several previous studies have predicted a strong relationship between effective leadership and job satisfaction (Podsakoff et al., 1990, 1996; Walumbwa, 2002; Chen, 2005a, 2005b; Madlock, 2008; Parkinson, 2008; Candi, 2009; Edu Valsania et al., 2012; Tonkin, 2013; Muhdar & Rahma, 2015; Sani et al, 2018).

Effective leadership with organizational citizenship behavior

Organizational membership behavior is generally not written in job descriptions, such as the implementation of tasks that must be fulfilled but the impact can increase efficiency for the organization (Podsakoff et al., 2000). Social and psychological work environment (Borman & Motowidlo, 1993). Previous research has found that effective leadership appears to be a significant predictor of organizational membership behavior (Walumbwa, 2002; Rothfelder et. al, 2013; Iman & Lestari, 2019). Leadership behavior encourages employees to create performance above the minimum work requirements and beyond their personal task limits and can contribute positively to the organization (Podsakoff et al., 1982). Kaihatu & Wahju (2007) confirmed whether effective leadership affects organizational membership behavior, the results of their study found a positive relationship between the two.

Leadership not only acts as the holder of command control in the hope that followers can carry it out but can also inspire and influence others to fulfill organizational goals by optimizing their resource capabilities (Singh & Sharma, 2005). This is supported by the findings of Choudhary et. al, (2016) on the impact of effective leadership on organizational membership behavior. A total of 142 education experts from China, India, and Australia were included as participants. The findings reveal that there is a strong correlation between effective leaders and organizational membership behavior in China and Australia, but some are found in India. Empirical research shows that effective leadership has a beneficial impact on outcomes including group contribution, effort, and employee morale. Their work productivity increases because they find value in the work they do. This finding mirrors Smircich & Morgan's (1982) research finding that effective leaders provide context to employees for their actions so that employees can use the resulting meaning as a reference point for their activities. Research that supports previous findings has also found that there is a significant impact of effective leadership on organizational membership behavior

Leadership Effectiveness During the Covid-19 Epidemic: Confirmation of Job Satisfaction for Manufacturing Employees in Indonesia. Ahmad

(Challagalla & Shervani, 1996; Walumbwa, 2002; Derzsy, 2003; Chen, 2005a, 2005b; Shibru & Darshan, 2011; Mihalcea, 2013; Rothfelder et al, 2013; Shahab & Nisa, 2014; Palupi et al, 2017; Faith & Lestari, 2019).

Job satisfaction with organizational citizenship behavior

Whether or not employees are satisfied with their work is influenced by the relationship between individual employee work expectations and actual achievement in their workplace (Armstrong, 2003). Then organizational citizenship behavior is an individual's desire based on self-awareness to do positive things outside of their job responsibilities and to be involved in contributing to the organization in a real way (Organ, 1988). This is evidence that the behavior of employees who perform additional tasks voluntarily chooses to participate in activities that can increase organizational success, this behavior is not necessarily recognized by a formal incentive system which is generally called organizational citizenship behavior (OCB) (Odek, 2018). Then Baron et. al. (2006) states that, if employees feel happy about their work, it can be characterized by the cooperative behavior they show in work activities, and tend to feel satisfied with the implementation of helping colleagues and helping organizational productivity (Kossen, 1996; Skaalvik & Skaalvik, 2017). As stated by George & Bettenhausen (1990) that the readiness of an employee to help others is influenced by their pleasure at work.

The topic of research on organizational citizenship behavior (OCB) is one of the topics that is often debated by researchers and practitioners (Podsakoff et al., 2009). Organizational citizenship behavior (OCB) is not a formal obligation, if the employee does not perform this behavior it will also not result in a violation or punishment (Bergeron, 2007). Organizations always try to create a work climate, where opportunities are always given to employees who have the urge to engage in activities and tasks outside their formal job description (Naqshbandi & Kaur, 2014; Randhawa & Kaur, 2015). Meanwhile, the impact of job satisfaction on organizational membership behavior has not been thoroughly studied (Nguni et al., 2007). Previous studies have confirmed that job satisfaction is a strong predictor variable for employee organizational citizenship behavior (Levin & Isen, 1975; Bateman & Organ, 1983; Smith et.al, 1983; Puffer, 1987; Organ & Konovsky, 1989; Witt, 1991; Schnake, 1991; Murphy et.al, 2002; Miao, 2011; Bowling et.al, 2012; Mehboob & Bhutto, 2012; Pavalache-Ilie, 2013; Andrade et.al, 2016; Guenay, 2018; Fitrio et.al, 2019; Check and Eyupoglu, 2020).

Effective leadership, job satisfaction, and organizational citizenship behavior

Much research activity has focused on leadership effectiveness and how it influences outcomes over the last decade. The influence of effective leadership is recognized to be very large for changes in the behavior of carrying out duties and responsibilities, especially about organizational citizenship behavior (Rodrigues & Ferreira, 2015; Sarwar et.al, 2015; Ismaelzadeh et.al, 2016; Saif et.al, 2016; Cofie, 2018; Hassi, 2018). In addition, it also shows job satisfaction, employees often repeat additional tasks beyond their description under effective leadership (Ogbonna & Harris, 2000; Podsakoff et.al, 2000; Edu Valsania et.al, 2012; Muhdar & Rahma, 2015; Sani et.al, 2018).

The most effective method for organizations in building humanism in carrying out work activities so that employees find job satisfaction in the workplace which they perceive as an honor to be part of the organization through increased personal leadership. It is commonplace that leaders think work is a process of developing ideas with others, this will form high-performing work teams (Leimbach, 2021). Job satisfaction, organizational commitment, and organizational policies are predictor factors that influence the behavior of organizational membership in an organization which is widely discussed by world experts and researchers (Bateman & Organ, 1983; Organ, 1983, 1990, 1997; Organ & Lingl, 1995. Organ & Moorman, 1993; Penner et.al, 1997; Tang & Ibrahim, 1998).

Although organizational citizenship behavior is not specifically defined in the job description, organizational citizenship behavior is highly valued when implemented by employees because it can increase organizational efficiency and long-term organizational survival (Katz, 2004). Analyze the behavior of organizational memberships that help cooperate, pay attention to each other's ability to work with each other, and are skilled (Organ, 2005). Because the impact is enormous and beneficial to individual workers, work groups, and the organization as a whole, this is what is interesting about organizational citizenship behavior that is recognized by practitioners and academics (Podsakoff & Mackenzie, 1997; Becton et.al, 2017). Then, Lin & Hsiao (2014) provide advice to leaders that, strong leaders carry the trust of their subordinates, their figure inspires and becomes an example for their followers, which generates opportunities for them to have a major influence role at work, which generates opportunities for them to have a major influence on their work, which can result in greater levels of OCB. Previous studies provide

some evidence of a significant relationship between job satisfaction and OCB, but what happens when effective leadership is introduced as a mediator/moderator has been explored very limited.

Conceptual framework

Based on the description above, it can be built research framework as follows: Contextual model of the effect of effective leadership on job satisfaction and OCB. Likewise, the model of the relationship of job satisfaction to OCB is proposed to be known. Finally, model the moderating and mediating effects in the relationship between job satisfaction and OCB.

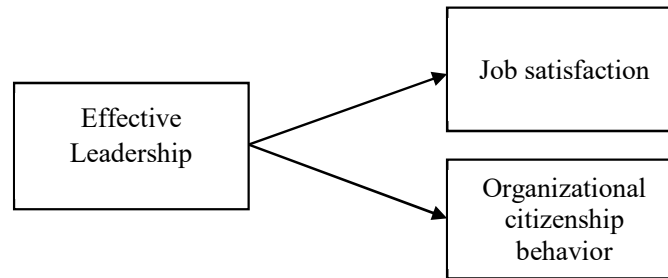


Figure 1. Conceptual Model 1

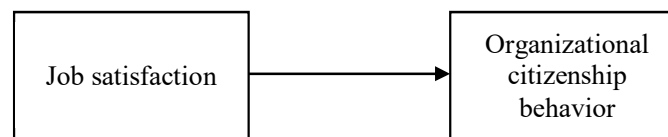


Figure 2. Conceptual Model 2

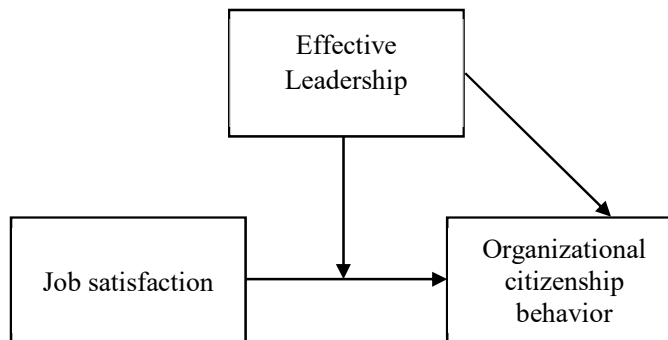


Figure 3. Conceptual Model 3

Research Hypothesis

Based on the problem formulation and conceptual framework above, the research hypothesis put forward by the researcher is as follows:

1. Effective leadership influences job satisfaction positively and significantly.
2. Effective leadership influences organizational membership behavior positively and significantly.
3. Job satisfaction influences organizational citizenship behavior positively and significantly.
4. Effective leadership mediates the relationship between job satisfaction and behavior organizational membership positively and significantly.
5. Effective leadership moderates the relationship between job satisfaction and organizational membership behavior positively and significantly.

3. METHOD

The method used in this paper is a survey method. The sample areas were taken from the Banten and Jakarta regions, the reason for taking the regional samples was because in these areas since 1972

industrial development has continued to increase for gross domestic product and it is estimated that in the future it will continue to increase.

Analysis using clusters, this research can be completed in several districts/cities that are included in the Jakarta and Banten areas, such as; Serang Regency, Tangerang Regency, Tangerang City, South Tangerang City, Cilegon City and Lebak Regency (Banten), while for the DKI Jakarta area, samples were taken from the city areas of West Jakarta and East Jakarta (Jakarta). Because this area is a private manufacturing industrial area. The sampling technique used simple random sampling from fifty four selected private manufacturing companies and obtained 400 responses that could be analyzed. Employees working in managerial positions were selected as a sample, and data was collected from August 2022 to January 2023.

The sample size in this study was determined using the slovin formula.

$$n = \frac{N}{1 + (N \times e^2)}$$

- n : Number of sample elements/members
 N : Number of elements/members of the population
 e : error level, in this case the researcher uses 5% or 0.05

Then the number of samples is calculated as follows:

$$n = \frac{8.000}{1 + (8.000 \times 0,05^2)}$$

$n = 400$ samples

Appropriate research instruments are the main requirement for proper data collection, this research follows a scientific selection process, using development and validation scales, such as steps; First, the authors thoroughly studied the previous literature and found a scale that had been validated by previous researchers and the authors adapted the three constructs with certain modifications according to the research objectives. In the second step, the construction is adapted/modified.

Third, the authors conducted a pilot study trial of 50 respondents to check the making of the research instrument, the result being that no modifications were requested by the participants in the final questionnaire. Therefore, the final 32-item questionnaire is ready to collect primary data as shown in Table 1.

Table 1. Research Instruments

Effective leadership, adapted from Nilwala et.al. (2017)

- 1 I convey tasks to employees in simple language
- 2 I help employees develop their capacities
- 3 I feel satisfied, when employees meet the agreed work standards
- 4 I believe, by giving opportunities for employees how to work together
- 5 Employees have high trust in me
- 6 I always give good leads on performance
- 7 I give a new way when employees are confused about completing tasks
- 8 I give rewards when employees achieve their work performance
- 9 As long as everything works fine, I don't make any changes
- 10 I always support the wishes and expectations of employees

Job satisfaction, adapted from Macdonald & MacIntyre (1997)

- 1 I give credit for a job well done
- 2 I feel close to people at work
- 3 I feel happy and proud to be in this company
- 4 I feel secure about my job
- 5 I believe, management pays attention to my life
- 6 Overall, I believe work is good for my physical health
- 7 The salary I receive is following my performance
- 8 I use all my talents and skills at work
- 9 I hang out with my boss
- 10 I feel comfortable with my job

Organizational citizenship behavior, adapted from Dipaola & Hoy (2005)

- 1 Employees help managers voluntarily

- 2 Employees enjoy working time
- 3 Employees volunteer to help new employees
- 4 Employees volunteer to help serve other areas
- 5 Employees are punctual and punctual at meeting times
- 6 Employees take the initiative to introduce their ideas
- 7 Employees start working time immediately and use working time effectively
- 8 Employees provide colleagues with advance notice of schedule and routine changes
- 9 Employees enjoy being busy beyond their formal obligations
- 10 Groups of employees in the organization work effectively
- 11 Employees give up their time to get work done voluntarily
- 12 Employees make innovative suggestions to improve the overall Product Quality of the Organization

Measurement Scale

The scale used in this measurement is the Likert scale. To reduce the impact of bias and the occurrence of concentration of data during analysis, the scale used can be seen in the following table:

Table 2. Measurement Scale

No	Question	Score
1	Strongly Agree (SS)	1
2	Agree (S)	2
3	Disagree (KS)	3
4	Disagree (TS)	4
5	Strongly Disagree (STS)	5

Measurement Scale

Confirmatory factor analysis (CFA) was performed to analyze the reliability and validity of the data collected. In Table 2, Cronbach's alpha and Rho a values were found to be greater than 0.7 (Nunnally, 1978; Sternberg, 2004) for all the constructs taken in this study, which explains the reliability measures of the constructs. Similarly, convergent validity was noted to be greater than 0.7 (Hair et al., 2010; Bagozzi and Yi, 1988) and the extracted mean-variance (AVE) was found to be greater than 0.5 (Henseler et al., 2009) for all constructions. In Table 3, discriminant validity helps identify whether all the constructs taken in the study are independent of one another. The value described is more than 0.5 for each construct, so it can be concluded that this study has a satisfactory measurement model.

Table 3. Measurement Results

Construct	Item codes	Loading items	Cronbach's alpha	Rho A	CR	AVE
Effective leadership	LS1	0.814	0.804	0.867	0.804	0.543
	LS2	0.793				
	LS3	0.798				
	LS4	0.774				
	LS5	0.761				
	LS6	0.709				
	LS7	0.755				
	LS8	0.78				
	LS9	0.76				
	LS10	0.749				
Job satisfaction	JS1	0.795	0.79	0.841	0.797	0.509
	JS2	0.71				
	JS3	0.783				
	JS4	0.781				
	JS5	0.778				
	JS6	0.746				
	JS7	0.73				
	JS8	0.785				

	JS9	0.754				
	JS10	0.746				
Organizational citizenship behavior	OCB1	0.72	0.867	0.875	0.865	0.555
	OCB2	0.733				
	OCB3	0.757				
	OCB4	0.745				
	OCB5	0.79				
	OCB6	0.739				
	OCB7	0.716				
	OCB8	0.753				
	OCB9	0.749				
	OCB10	0.752				
	OCB11	0.702				
	OCB12	0.799				

Table 4. Discriminant validity (Fornell-Larcker criteria)

	Job satisfaction	Effective leadership	Organizational citizenship behavior
Job satisfaction	0.756		
Effective leadership	0.729	0.786	
Organizational citizenship behavior	0.715	0.708	0.796

Table 5. The relationship between effective leadership, job satisfaction and organizational membership behavior

Variabel	Path Coefficient (β)	Immediate Effect (R^2)	Critical ratio	p-value
EL \rightarrow JS	0.76	0.765	11.668	***
EL \rightarrow OCB	0.887	0.357	6.802	***
JS \rightarrow OCB	0.774	0.369	7.332	***

Notes: [To 5 Effective Leadership; EL 5 Job Satisfaction, and OCB 5 Organizational Citizenship Behavior; *** means $p < 0.001$]

Table 6. Direct, indirect and total effects between job satisfaction, effective leadership and organizational citizenship behavior

Predicted relationship	Standardised path loading (β)	t-value	p-value	Indirect effect	Total effect
JS \rightarrow EL	0.448	10.015	***	-	0.448
JS \rightarrow OCB	0.171	4.860	***	0.308	0.479
EL \rightarrow OCB	0.687	19.526	***	-	0.687

Analysis and interpretation

To find out whether effective leadership as an independent variable affects the dependent variable, namely job satisfaction and OCB, a path analysis is carried out as shown in Table 4.

Effect of Effective Leadership on Job Satisfaction (H1 Test)

According to the analysis obtained in Table 4, leadership was found to have a positive and significant correlation with job satisfaction (β 0.76, R^2 0.765, $p < 0.001$). Hence, it was concluded that leadership emerged as a strong predictor of job satisfaction among employees.

Effect of Effective Leadership on Organizational Citizenship Behavior (H2 Test)

According to the analysis described in Table 4, leadership was found to have a significant relationship with the organizational citizenship behavior (β 0.887, R^2 0.357, $p < 0.001$). Hence, it was concluded that leadership emerged as a strong predictor of OCB among employees.

The Effect of Job Satisfaction on Organizational Citizenship Behavior (H3 Test)

According to the analysis described in Table 4, job satisfaction is shown to have a strong correlation with OCB ($\beta = 0.774$, $R^2 = 0.369$, $p < 0.001$). Therefore, it is concluded that job satisfaction appears as a positive and significant contributor to employee OCB.

Mediating effect of effective leadership (testing H4)

Regression analysis was used to examine the mediating effect of effective leadership on the relationship between job satisfaction and OCB where Table 5 explains that the direct effect of job satisfaction on effective leadership was significantly correlated (JS→ELS) ($\beta = 0.448$, $t = 10.015$, $p < 0.001$). Job satisfaction is also significantly and positively related to OCB (JS→OCB) ($\beta = 0.171$, $t = 4.860$, $p < 0.001$). In addition, effective leadership was found to be significantly related to OCB (EL→OCB) ($\beta = 0.687$, $t = 19.526$, $p < 0.001$). Thus, the direct and positive relationship between variables such as job satisfaction, effective leadership, and OCB explains the significant relationship with each other, thus proving to be a case of partial mediation. Table 5 also explains the indirect effect of job satisfaction on OCB through effective leadership which is significantly and positively related (JS→EL→OSB) ($\beta = 0.308$, $p < 0.001$) with a total effect ($\beta = 0.479$, $p < 0.001$). Therefore, it can be concluded that effective leadership was found to partially mediate (0.308) the relationship between job satisfaction and OCB in employee-managerial.

Moderating effect of effective leadership (H5 Test)

Table 5 describes the moderating effect (interaction) of effective leadership between job satisfaction and OCB. It can be observed that these variables account for a large amount of variation in employee OCB ($R^2 = 0.6282$, $p < 0.001$). Furthermore, the moderating effect of effective leadership adds a significant and positive, but small amount of variance ($\Delta R^2 = 0.0224$, $p < 0.001$) between job satisfaction and OCB ($\beta = 0.0195$, $t = 4.8861$, $p < 0.001$). Thus, effective leadership was found to be moderated (0.0195) between job satisfaction and OCB among employees.

4. RESULT AND DISCUSSION

This study contributes to theory and practice in the field of management. Effective leadership is what all organizations need, especially in the era of the COVID-19 pandemic where employees are looking for advice, guidance, and assistance. Employees are considered an asset of the organization because they are the key to the growth and development of the organization. However, it is an undeniable fact that due to COVID-19, employees have suffered greatly, both financially, mentally, and physically. Now, it becomes a big challenge how to involve employees in certain jobs with high enthusiasm and enthusiasm, where effective leadership can be the only solution to reconnect employees with the organization. This study identifies the importance of effective leadership in organizations and researches to uncover the direct, mediating, and moderating effects of effective leadership on job satisfaction and creating organizational behavior.

The results of the first hypothesis test reveal that leadership does appear to be a strong and significant predictor of job satisfaction among managerial employees in private manufacturing firms in Indonesia, and the hypothesis is accepted. Similar results were carried out by previous researchers (Podsakoff et al., 1990, 1996, 2000; Ogbonna & Harris, 2000; Edu' Valsania et al., 2012; Tonkin, 2013; Muhdar & Rahma, 2015; Sani et al., 2018). Thus, it can be concluded that the level of employee-managerial satisfaction can be increased when leadership increases in the workplace. In other words, continuous leadership enhancement in the workplace creates greater job satisfaction among managerial employees.

The results of the second hypothesis test show that leadership is proven to be a positive and significant predictor of OCB among managerial employees in private manufacturing companies in Indonesia, and the hypothesis is accepted. Previous researchers have proven similar results (Challagalla & Shervani, 1996; Walumbwa, 2002; Derzsy, 2003; Chen, 2005a, b; Shibru & Darshan, 2011; Mihalcea, 2013; Rothfelder et al., 2013; Shahab & Nisa, 2014; Palupi et al., 2017; Faith & Lestari, 2019). Thus, it can be said that employee-managerial OCB can be created and improved if leadership is continuously improved in the workplace. In other words, continuous improvement at the leadership level directly and positively creates extra-role behaviors among managerial employees.

The results of the third hypothesis test showed that job satisfaction proved to be a positive and significant predictor of OCB among managerial employees in private manufacturing companies in Indonesia, and the hypothesis was accepted. Similar studies were found consistent with the results (Levin & Isen, 1975; Bateman & Organ, 1983; Smith et al., 1983; Puffer, 1987; Organ & Konovsky, 1989; Witt, 1991; Schnake, 1991; Murphy et al., 2002; Miao, 2011; Bowling et al., 2012; Mehboob & Bhutto, 2012; Pavalache-Ilie, 2013; Andrade et al., 2016). Thus, it can be concluded that when satisfaction among managerial

employees increases, so does OCB in the workplace. In other words, extra-role behavior among managerial employees can be increased and created if the organization has maintained a good level of employee satisfaction.

The results of the fourth hypothesis test reveal that effective leadership partially mediates the relationship between job satisfaction and OCB among managerial employees in private manufacturing firms in Indonesia, and the hypothesis is accepted. Thus, it can be concluded that when effective leadership is introduced, satisfied employees are more inclined towards extra-role behavior. In other words, the higher the effectiveness of leadership in the workplace, the more satisfied employees show higher extra-role behaviors in the organization.

The results of the fifth hypothesis test reveal that effective leadership moderates the relationship between job satisfaction and OCB among managerial employees in private manufacturing companies in Indonesia, and the hypothesis is accepted. Thus, it can be concluded that when effective leadership is coupled with job satisfaction at work, it exhibits positive extra-role behavior, but slightly increases among employees. In other words, the moderating effect of effective leadership explains the weak relationship between job satisfaction and OCB, meaning that there may be other factors that play a strong role and positively affect OCB.

5. CONCLUSION

COVID-19 has forced all organizations to change their way of working and impacted their income drastically, causing a major depression among the employees in the organization. Now to sustain the intensely competitive environment, the organization is required to retain talented employees and convert them to extra-role behavior, so that the organization can bounce back and generate profits in the long run, which can only be achieved through effective leadership. Effective leadership helps an organization achieve its predetermined goals and objectives and is directly related to its growth and development. This research is concerned with the direct concealment, mediation, and moderation effects of effective leadership on job satisfaction and OCB among managerial employees of private manufacturing firms in Indonesia. The results of the analysis reveal that effective leadership is positively and significantly related to job satisfaction and OCB. It also predicts a significant mediating and moderating effect between job satisfaction and organizational member behavior. The writer also found a significant direct relationship and job satisfaction with OCB. The findings demonstrate the importance of effective leadership in the workplace for how it can enhance the effectiveness of all organizational processes and overall performance by creating extra-role behaviors among employees.

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