

ABSTRACT

In an effort to face the changing times, the organisation becomes a key factor in achieving its goals. The role of leaders in public organisations is not only limited to providing direction, but also in encouraging transformation from the grassroots level through the Transformational Grassroots Leadership approach. Work Satisfaction is a very important indicator in measuring the success of a leader, where employees who are satisfied with their jobs tend to provide better performance. This is also reinforced by the existence of Organisational Citizenship Behaviour, which is the voluntary behaviour of employees to contribute beyond the demands of work in the organisation.

This study uses a theoretical model that combines Transformational Grassroots Leadership theory Bangari (2014), Work Satisfaction theory from (Luthans, 2011), and Organisational Citizenship Behaviour theory (Organ & Ryan, 1995). The research method used is quantitative with a descriptive causality approach. Data collection was done through questionnaires distributed to all 64 employees (census). Data analysis using Structural Equation Modeling-Partial Least Square (SEM-PLS).

The results of this study indicate that Organizational Citizenship Behavior has the greatest influence in creating Work Satisfaction at the Ministry of Defence Codification Centre. The researcher's suggestion for the Ministry of Defence Codification Centre in improving Work Satisfaction is to prioritize enhancing Transformational Grassroots Leadership to encourage Organizational Citizenship Behavior which will increase the organization's Work Satisfaction and to use new research objects operating in other government institutions as comparative studies.

Keywords: Ministry of Defence Codification Centre, Organisational Citizenship Behaviour, Transformational Grassroots Leadership, Work Satisfaction