

Organizational Commitment, Transformational Leadership and Job Satisfaction as Predictors of Organizational Citizenship Behavior Among Civil Servants in Indonesia

Ahmad Badawi Saluy, Mulyanto Syawal, Sudjono, Sri Marti Pramudena, Novawiguna
Kemalasari, Indira Puspa Gustiah
Universitas Mercu Buana, Jakarta, Indonesia

Ahmad.badawi@mercubuana.ac.id (Correspondent Author)

Abstract. This study examined how transformational leadership, organizational commitment, and job satisfaction predict organizational citizenship behavior (OCB) among civil servants at the Directorate of Treasury Systems in Indonesia. A sample of 91 civil servants completed questionnaires measuring the variables of interest. Structural equation modeling was used to test the hypotheses. Results showed transformational leadership and job satisfaction positively predicted OCB, while organizational commitment alone did not. Further, job satisfaction mediated the effects of both transformational leadership and organizational commitment on OCB. The findings suggest that fostering transformational leadership and job satisfaction in public agencies may enhance employees' extra-role behaviors that benefit the organization. However, directly boosting organizational commitment may not be sufficient. This study uniquely contributes to the limited research on OCB and its antecedents in the context of the Indonesian public sector.

Keywords: Organizational Citizenship Behavior, OCB, Transformational Leadership, Organizational Commitment, Job Satisfaction, Civil Servant

1. Introduction

Employees should work based on their primary duties and functions in an organization. But, in fact, some employees voluntarily show behavior outside of their responsibilities in carrying out their duties, which positively impacts the effectiveness of achieving organizational goals. Therefore, organizations need employees who can perform their primary responsibilities and have the behavior of being willing to perform additional or additional tasks voluntarily. This behavior is called extra-role behavior or OCB (Organ, 1988b; Podsakoff et al., 2000).

The importance of OCB due to its association with productivity and organizational improvement has been expressed by scholars. Such behaviors include extra, discretionary, and beneficial role behaviors of organizational members that significantly contribute to desired work outcomes and effective organizational functioning (Thompson et al., 2020; Yaakobi & Weisberg, 2020). OCB is also reflected in employees' tendency to be cooperative, caring, helpful, and conscientious. In addition, the important role of OCB is needed, especially in an unpredictable era (Somech & Bogler, 2023).

No exception for public organizations, especially government, OCB is considered necessary given its relevance to the relationship between government and society and its relationship with the objectives of bureaucratic reform in achieving a considerable organizational response (Ingrams, 2020). They are required to work according to standard operating procedures (SOPs) and demonstrate OCB behavior in their work activities (Hapsari et al., 2021). Therefore, encouraging employees to behave OCB is an ongoing challenge today in the workplace (Chernyak-Hai et al., 2023).

The Directorate of Treasury System, one of the government organizational units under the Ministry of Finance of the Republic of Indonesia, is expected to have good OCB employees to produce optimal performance. Based on the pre-survey results in this institution, it is known that, on average, 68% of employees have had OCB well, while 32% have not. These results indicate a less-than-optimal application of OCB behavior by employees.

Various variables affecting employee OCB have been widely researched in recent years. These variables include organizational culture (Safari et al., 2022), transformational leadership (Çakır & Adıgüzel, 2020; Nurjanah et al., 2020), job satisfaction (Erdianza et al., 2020; Fitrio et al., 2019; Nilawati et al., 2019; Nurjanah et al., 2020), organizational commitment (Fitrio et al., 2019; Nurjanah et al., 2020; Sunaris et al., 2022), work engagement (Gupta et al., 2017), perceived organizational support (Alshaabani et al., 2021; Shaheen et al., 2016), psychological capital (Gupta et al., 2017; Shaheen et al., 2016), and work-life balance (Erdianza et al., 2020). Based on these variables, a presurvey has been conducted to obtain the three variables that most influence the OCB of Directorate of Treasury Systems employees. The pre-survey results showed that the variables of transformational leadership, organizational commitment, and job satisfaction were the most chosen by respondents. These results indicate that transformational leadership, organizational commitment, and job satisfaction are factors that need to be considered to build or strengthen employee OCB behavior in the Directorate of Treasury Systems.

Furthermore, this study will investigate the influence of transformational leadership and organizational commitment to OCB with job satisfaction as an intervening variable in the Treasury System Directorate. This research Hopefully can enrich knowledge and provide input on corrective actions on HR management strategies, especially related to efforts to increase the OCB of government employees in the Directorate of Treasury Systems through transformational leadership, organizational commitment, and job satisfaction.

These questions will be the formulation of the problem in this research:

- RQ1: Directly, does transformational leadership affects OCB?
- RQ2: Directly, does organizational commitment affects OCB?
- RQ3: Directly, does job satisfaction affects OCB?

- RQ4: Directly, does transformational leadership affects job satisfaction?
- RQ5: Directly, does organizational commitment affects job satisfaction?
- RQ6: Indirectly, does transformational leadership affects OCB through job satisfaction?
- RQ7: Indirectly, does organizational commitment affect OCB through job satisfaction?

2. Literature Review

2.1. Organizational Citizenship Behavior

Organ (1988) defines OCB as discretionary behavior by individuals not explicitly recognized in a formal reward system but will encourage more effective organizational function. Furthermore, Organ states that employee OCB behavior aims to improve performance effectiveness without neglecting the employee's individual productivity goals.

Podsakof et al. (1990) classify OCB in five dimensions, namely (1) *Altruism*, which leads to a person's behavior in making decisions to help others in solving different work problems, (2) *Conscientiousness*, which refers to the behavior of freely taking decisions to do work at a level better than the minimum level required, such as paying attention to his work, use rest periods, and so on; (3) *Sportsmanship*, refers to the willingness of employees to excuse various situations of dissatisfaction without expressing them, complaining, gossiping, blaming, and other trivial matters; (4) *Courtesy*, refers to the behavior of employees who in their decision-making try to prevent problems in employment relations with others and respect the personal rights of others; (5) *Civic Virtue*, refers to the level of participation in various activities related to his work.

OCB has been widely studied in public organizations, such as government at all levels (de Geus et al., 2020). In Indonesia, research on the importance of OCB to the achievement of government organization performance has been conducted by many researchers. Among them, Utomo et al.(2019), in their research on the role of OCB on employee performance in one of the government agencies in Indonesia, concluded that the higher the OCB, the higher the performance of civil servants. Senen et al. (2021), in their research on civil servants in Bandung, West Java Province, Indonesia, found that if employee behavior is based on OCB, then the performance of organizations will be better and improved.

2.2. Transformational Leadership

Leadership is one of the determining factors for performance achievement to realize excellent service for government employees to the public (Saluy et al., 2020). Robbins & Judge (2013) define transformational leadership as a leader who can inspire followers to transcend their interests for the organization's good and exert tremendous influence on them. Not only can it stimulate and encourage followers to achieve outstanding performance results, but the transformational leadership process is also seen as capable of developing leadership from their followers (Bass & Riggio, 2006). Thus, transformational leadership can provide breakthroughs, changes, and updates for progress for employees and organizations.

In General, there are four dimensions of transformational leadership. Cetin & Kinik (2015) revealed the four dimensions, namely: (1) *Charismatic leadership*, where role model leaders are respected and admired so that followers identify with the leader and are willing to imitate him; (2) *Inspirational motivation*, where leader always motivates, arouses enthusiasm, and challenges at work; (3) *Intellectual stimulation*, in which the leader actively gathers new ideas and ways of doing things, to stimulate creativity, but not to critic and correct; (4) *Individual Consideration*, where leaders pay attention to the needs and potential to develop others by creating an organizational situation or work climate that respects the differences in opinion of each individual.

Concerning OCB, Robbins & Judge (2013) argue that transformational leaders inspire followers

to make extra efforts to achieve group goals. This opinion is reinforced by research showing that the increase in transformational leadership can affect the improvement of employee OCB (Abdulrab et al., 2020; Çakır & Adıgüzel, 2020; Nurjanah et al., 2020). The same results were also found in a study conducted by Dwiyanto et al. (2022) on civil servants in one of the government agencies in Indonesia.

Hypothesis 1: Transformational Leadership has a positive and significant effect on OCB

2.3. Organizational Commitment

Organizational commitment is one factor that determines organizational success (Riyanto et al. (2023). Meyer & Allen (1997) revealed that organizational commitment is a psychological construct that reflects the relationship between organizational members and their organizations. The implication for individual decisions is related to their Continuance in the organization. Employees committed to the organization will tend to identify their goals, objectives, and expectations to remain members. High commitment encourages a person's high-performance demands (Pudjianto et al., 2021).

There are three elements to organizational commitment. Meyer & Allen (1984) mentioned two components, namely: (1) *Affective commitment*, which leads to emotional attachment or identification with involvement in the organization; and (2) *Continuance commitment*, which refers to the costs that will be borne if leaving the organization. Furthermore, Allen & Meyer (1990) revealed the third component, (3) *Normative Commitment*, which refers to the perceived obligation of a person to remain in the organization.

Organizational commitment can be seen by a person's tendency to behave OCB. This reason is reinforced by previous research showing that increased organizational commitment will improve employee OCB behavior (Fitrio et al., 2019; Nurjanah et al., 2020; Sunaris et al., 2022).

Hypothesis 2: Organizational commitment has a positive and significant effect on OCB

2.4. Job Satisfaction

Job satisfaction is an employee's attitude and feelings about their job (Armstrong & Taylor, 2014). Job satisfaction is reflected by how employees feel positive or negative in response to their duties, and their work environment's psychological and social state Luthans (2011) argued that job satisfaction results from employees' perceptions of how well their jobs deliver things that are considered equally important.

According to Luthans (2011), there are five elements of job satisfaction, namely (1) *The work itself*, which refers to the extent to which work can provide tasks, learning opportunities, and opportunities to accept responsibility; (2) *Pay*, which relates to the amount of financial remuneration received and the level of equality with other employees in the organization; (3) *Promotion opportunities*, which refer to career advancement opportunities; (4) *Supervision*, that relates to the supervisor's ability to provide technical assistance and behavioral support; (5) *Co-workers*, who assess the extent of colleagues' technical and social support skills.

According to experts, job satisfaction is closely related to OCB (Meilina, 2017; Robbins & Judge, 2013). Several studies show that increasing employee job satisfaction will increase OCB behavior (Dwiyanto et al., 2022; Fitrio et al., 2019). A good OCB will be conducted if the organization or administrator can ensure employees are satisfied with their work (Na-Nan et al., 2020). Several studies also show that increasing job satisfaction can be influenced by increasing transformational leadership (Winarto & Purba, 2018) and organizational commitment (Hermawati et al., 2023).

Hypothesis 3: Job satisfaction has a positive and significant effect on OCB

Hypothesis 4: Transformational leadership has a positive and significant effect on job satisfaction

Hypothesis 5: Organizational commitment has a positive and significant effect on job satisfaction

In addition, several studies show that job satisfaction mediates the influence of transformational leadership on OCB (Aldrin & Yunanto, 2019; Dwiyanto et al., 2022; Maharani et al., 2017), and job satisfaction mediates the effect of organizational commitment to OCB (Hermawati et al., 2023).

Hypothesis 6: Job satisfaction mediates the influence of transformational leadership on OCB

Hypothesis 7: Job satisfaction mediates the effect of organizational commitment on OCB

2.5. Conceptual Framework

Based on the research background and theoretical studies above, the conceptual framework of this research can be described as follows:

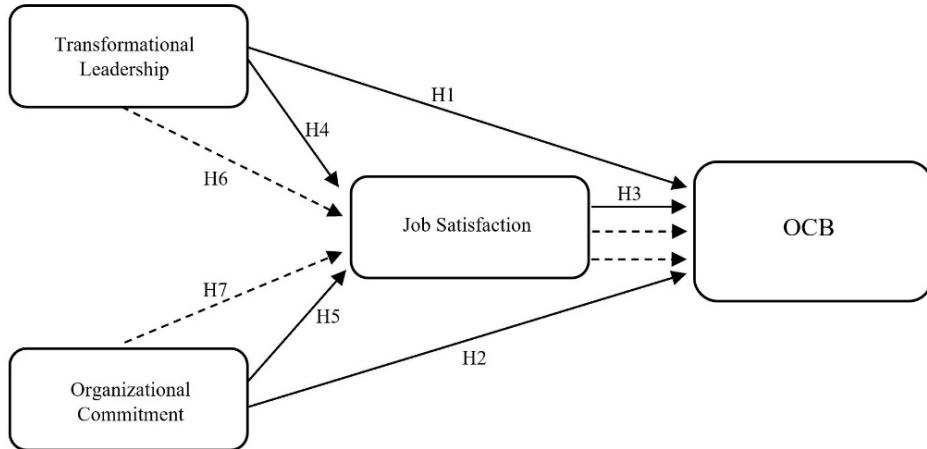


Fig 1: Conceptual Framework

3. Research Methods

3.1. Data Collection

Data collection in this study was carried out by survey through the distribution of questionnaires on 5 Likert scales, with options ranging from (1) Strongly Disagree to (5) Strongly Agree. The sampling technique is conducted by the saturated sampling technique, which takes all population members (Kasmir, 2022). This questionnaire has 91 respondents who are civil servants in the Directorate of Treasury Systems, Ministry of Finance of the Republic of Indonesia. Respondents' Demographic data were categorized by gender, education, age, position, and years of experience.

Data collection is carried out through questionnaire instruments whose measurements are under the dimensions of each variable theory. Each of the question items is developed according to the object of study, especially government agencies.

3.2. Analysis Using PLS-SEM

This study is explanatory research with a quantitative approach designed to investigate the effect of transformational leadership and organizational commitment on OCB, with job satisfaction as an intervening variable. The data obtained is then processed and analyzed using SEM-PLS (Structural Equation Modeling-Partial Least Square). Each hypothesis will be tested and analyzed through the SmartPLS application. Analysis in SEM-PLS is carried out through two models, namely structural model evaluation (outer model) to assess validity and reliability, and structural model evaluation (inner model) to predict relationships between item variables (Ghozali & Latan, 2020).

3.3. Hypotheses Testing

Hypothesis testing is seen from the value of the path coefficient, namely the value of T-Statistics or P-Values after bootstrapping in the SmartPLS application. This test is to know the significance of the variables tested. The value of T-Statistics to reject or accept the proposed hypothesis is ± 1.96 , where if the value of T-Statistics is above 1.96 it can be stated that the coefficient of the path is significant (Hair et al. 2017). Conversely, below the value of 1.96 is insignificant. As for the P-Values value, the hypothesis test is determined with a significance value of < 0.05 (Chow & Legowo, 2023).

In the final step, the research findings will be compared with the seven hypotheses, whether the hypothesis is accepted or rejected, followed by interpretation and discussion to explain the importance

of these results.

4. Result

4.1. Profiles of the respondents

The respondents in this study were 91 civil servants at the Directorate of Treasury Systems, Ministry of Finance of the Republic of Indonesia. The respondents comprised 74% (67) men and 26% (24) women, 9% (8) were Diploma 1/Senior High School graduates, 18% (17) had Diploma III education, 49% (44) had Bachelor / Diploma IV education, and 24% (22) had Master education. Based on age distribution, 31% (28) were aged 20-29, 44% (40) were aged 30-39, and 25% (23) were aged 40-49. By position, 78% (71) are staff (executive officers), 20% (18) are supervisory officers (Echelon IV), and 2% (2) are administrator officers (Echelon III). Based on years of work experience, 12% (11) were 0-5 years, 27% (25) were 6-10 years, 34% (30) were 11-15 years, and 27% (25) were more than 15 years.

4.2. Measurement Model (Outer Model)

Table 1. Outer Model Result Summary

Variable	Loading Factor	AVE	Cronbach's Composite Alpha		Cross Loading			
			Reliability	X1	X2	Y1	Y2	
Transformational Leadership (X1)	TL1	0.871	0.968	0.997	0.871	0.061	0.555	0.834
	TL10	0.866			0.866	0.027	0.374	0.521
	TL11	0.846			0.846	-0.023	0.301	0.443
	TL12	0.882			0.882	0.018	0.320	0.464
	TL13	0.766			0.766	0.000	0.233	0.347
	TL2	0.867			0.867	0.119	0.586	0.856
	TL3	0.874			0.874	0.132	0.593	0.872
	TL4	0.765			0.765	-0.043	0.312	0.462
	TL5	0.889			0.889	-0.048	0.360	0.516
	TL6	0.864			0.864	-0.026	0.290	0.434
Organizational Commitment (X3)	OC1	0.776	0.889	0.936	-0.020	0.776	0.243	0.056
	OC2	0.804			0.079	0.804	0.261	0.252
	OC3	0.824			0.079	0.824	0.331	0.153
	OC4	0.698			-0.026	0.698	0.172	0.049
	OC5	0.665			0.051	0.665	0.110	0.151
	OC6	0.839			0.026	0.839	0.308	0.249
	OC8	0.657			-0.003	0.657	0.120	0.052
	OC9	0.619			-0.000	0.619	0.083	-0.008
Job Satisfaction (Y1)	JS1	0.844	0.962	0.966	0.396	0.223	0.844	0.578
	JS10	0.841			0.437	0.316	0.841	0.639
	JS11	0.823			0.392	0.333	0.823	0.575
	JS12	0.823			0.476	0.082	0.823	0.522
	JS13	0.819			0.363	0.126	0.819	0.425
	JS14	0.831			0.488	0.155	0.831	0.604
	JS15	0.824			0.440	0.204	0.824	0.591
	JS2	0.815			0.346	0.269	0.815	0.543
	JS3	0.801			0.361	0.279	0.801	0.545
	JS4	0.732			0.236	0.290	0.732	0.405
	JS5	0.774			0.276	0.296	0.774	0.383
	JS6	0.665			0.235	0.269	0.665	0.431
	JS7	0.852			0.435	0.337	0.852	0.668
	JS8	0.782			0.394	0.320	0.782	0.600
	JS9	0.857			0.401	0.304	0.857	0.592
Organizational Citizenship Behavior (Y2)	OCB1	0.909	0.974	0.977	0.611	0.160	0.602	0.909
	OCB10	0.902			0.611	0.285	0.590	0.902
	OCB11	0.870			0.637	0.123	0.595	0.870
	OCB12	0.850			0.665	-0.012	0.609	0.850
	OCB13	0.845			0.541	0.246	0.568	0.845
	OCB14	0.773			0.517	0.223	0.446	0.773
	OCB15	0.881			0.585	0.306	0.629	0.881
	OCB2	0.930			0.686	0.097	0.637	0.930
	OCB3	0.806			0.618	-0.083	0.590	0.806
	OCB4	0.875			0.611	0.294	0.594	0.875
	OCB5	0.751			0.444	0.139	0.517	0.751
	OCB6	0.919			0.673	0.133	0.639	0.919

OCB7	0.730	0.430	0.315	0.479	0.730
OCB8	0.889	0.691	0.264	0.610	0.889
OCB9	0.900	0.634	0.190	0.620	0.900

4.2.1. Validity Test

4.2.2.1. Convergent Validity

Table 1 shows all question items with an outer loading value is >0.60 . Thus, all items have complied the convergent validity requirements for explanatory research (Hair et al., 2019).

The Average Variance Extracted (AVE) value is ≥ 0.50 . It means each variable's variation in measurement items has complied good convergent validity.

4.2.2.2. Discriminant Validity

Table 2. Heterotrait-Monotrait Ratio (HTMT)

	Job Satisfaction	OCB	Organizational Commitment	Transformational Leadership
Job Satisfaction				
OCB	0.690			
Organizational Commitment	0.301	0.215		
Transformational Leadership	0.439	0.648	0.077	

In the Table 2 above, It shows that all values of HTMT is < 0.9 , so this construct has complied the validity criteria (Hair et al., 2019). The variance divided by each variable is higher against its measurement item when it is compared to being divided by other variable items. Therefore, the evaluation of discriminant validity with HTMT is fulfilled.

In the cross-loading value shown in Table 1, the overall correlation value of the construct with the indicator is higher than other constructs. It means that each measurement item correlates more strongly with the measured variable. Therefore, it can be concluded that the latent construct of each variable is valid because it has fulfilled the discriminant validity by cross-loadings.

4.2.2. Reliability Test

Based on the finds in Table 1, the construct in this study is declared reliable, shown by Cronbach's alpha value is > 0.6 and composite reliability value is > 0.6 . Overall, the variables transformational leadership, organizational commitment, job satisfaction, and OCB have acceptable levels of reliability.

4.3. Measurement Model (Outer Model)

4.3.1. Collinearity Statistics (VIF)

Table 3. Collinearity Statistics (VIF)

	Job Satisfaction	Organizational Citizenship Behavior
Transformational Leadership	1.002	1.317
Job Satisfaction		1.460
Organizational Commitment	1.002	1.129

Table 3 above shows the Variance Inflated Factor (VIF) value in general is < 3 . It means that the data are ideal and no multicollinearity issues (Hair et al., 2019) between variables affecting job satisfaction (Y1) and OCB (Y2).

4.3.2. Coefficient of Determination Testing (R-Square/ R^2)

Table 4. R-Square

	R-Square
Job Satisfaction (R1²)	0.315
OCB (R2²)	0.650

Table 4 above shows the R-Square value for job satisfaction of 0.315 in the weak category (Hair et al., 2019) and OCB of 0.650 in the moderate category (Hair et al., 2019). R-Square value of 0.315 reflects

that the variability of the job satisfaction construct can be explained in this study by 31.5%. As for OCB, this study amounted to 65%. The rest is explained by other variables not contained in this study.

4.3.3. Predictive Relevance (Q-Square/ Q2)

The predictive relevance rating is based on the Q-Square value. The Q-Square value is in the range of $0 < Q^2 < 1$. A Q-Square value of > 0 indicates that the model has predictive relevance (Hair et al., 2019), whereas closer to 1 means the model is a better fit with the data (Irwan et al., 2015). The Q-Square value is obtained from the following calculation results:

$$\begin{aligned}
 Q\text{-Square} &= 1 - [(1 - R1^2) \times (1 - R2^2)] \\
 &= 1 - [(1 - 0.315) \times (1 - 0.650)] \\
 &= 1 - (0.685 \times 0.35) \\
 &= 1 - 0.23975 \\
 &= \mathbf{0.76}
 \end{aligned}$$

The Calculation above results Q-Square value of 0.76. This value shows the many varieties of research data that can be explained by the research model, which is 76%. While other factors outside this research model explain the remaining 24%. These results reflect that job satisfaction variables and OCBs have predictive relevance, where every change in job satisfaction variables and OCB can be predicted by transformational leadership, work-life balance, and organizational commitment variables.

4.3.4. Goodness of Fit Index

The GoF Index evaluates the entire model, which evaluates measurements and structural models. The GoF Index can be calculated from a reflective measurement model, namely from the geometric multiplication of the average communality with the average R-Square. According to Wetzels et al. (2009), the interpretation of the GoF Index value is 0,1 (low), 0,25 (medium), dan 0,36 (high).

The GoF Index value can be obtained using the formula (Wetzels et al., 2009):

$$\begin{aligned}
 \text{GoF} &= \sqrt{\text{Average AVE} \times \text{Average R}^2} \\
 &= \sqrt{0,6536 \times 0,5205} \\
 &= \sqrt{0,3401988} \\
 &= 0,5832
 \end{aligned}$$

The calculation results above show a GOF Index value of 0.5832 or in the high category. Therefore, this research model is stated to have good goodness of fit.

4.3.5. Hypothesis Testing

The hypothesis test can be seen from the value of Path Coefficients, namely the value of T-Statistics or P-Values after bootstrapping the SmartPLS application. The hypothesis is accepted if the P-Values < 0.05 or T-Statistics > 1.96 . It indicates that the path coefficient is significant (Hair et al., 2017, 2019).

Table 5. Hypothesis Test Results

Hypothesis	Influence	Original SAMPLE	T-statistics	P-values	Result
H1	Transformational Leadership \rightarrow OCB	0.495	5.229	0.000	Accepted
H2	Organizational Commitment \rightarrow OCB	0.045	0.621	0.534	Rejected
H3	Job Satisfaction \rightarrow OCB	0.431	4.107	0.000	Accepted
H4	Transformational Leadership \rightarrow Job Satisfaction	0.464	4.905	0.000	Accepted
H5	Organizational Commitment \rightarrow Job Satisfaction	0.295	2.832	0.005	Accepted
H6	Transformational Leadership \rightarrow Job Satisfaction \rightarrow OCB	0.200	2.782	0.005	Accepted
H7	Organizational commitment \rightarrow Job Satisfaction \rightarrow OCB	0.127	2.364	0.018	Accepted

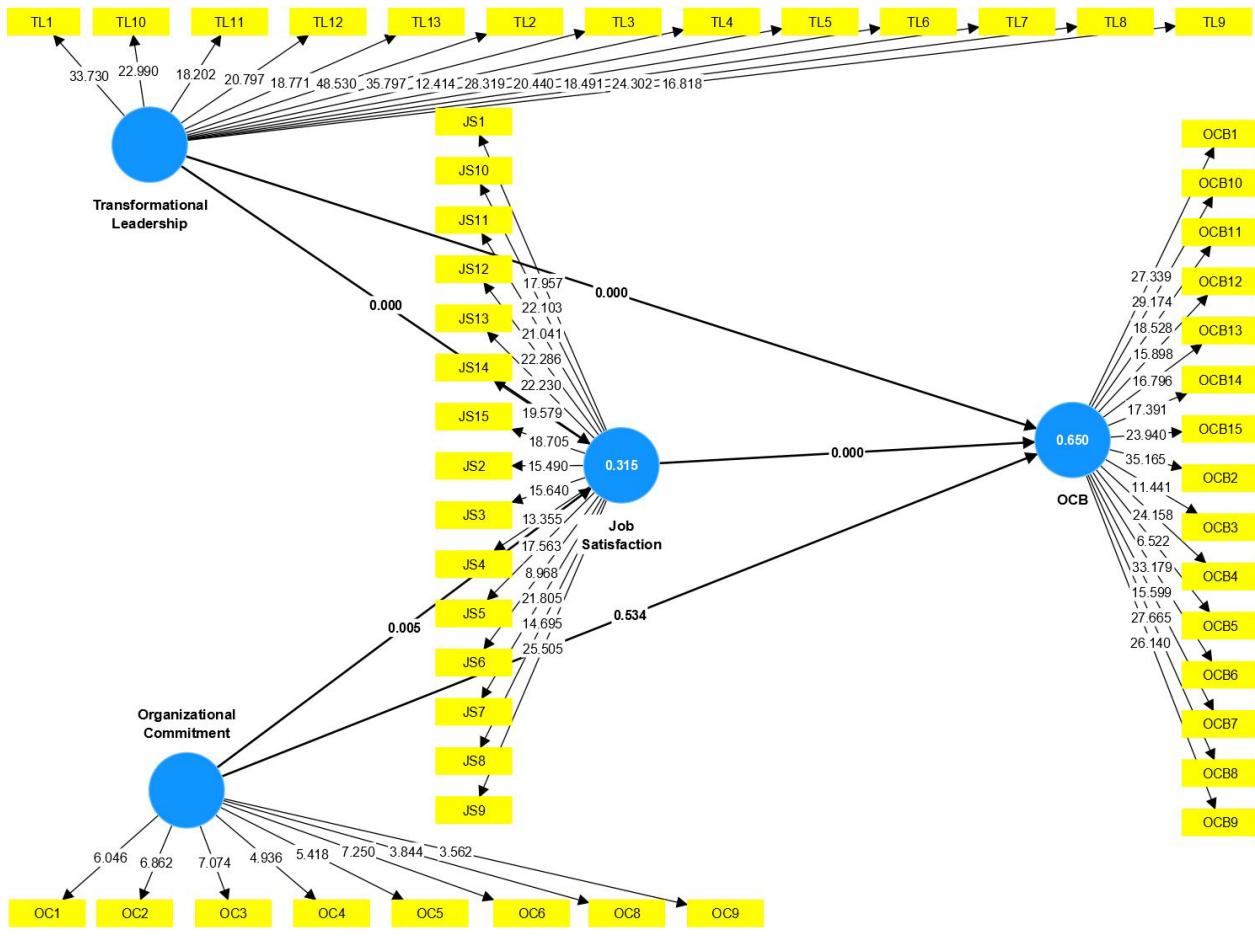


Fig 2: Bootstrapping Path Coefficient Result

4.4. Discussion

Transformational Leadership on OCB (H1)

H1 is received with test results that show the original sample value of 0.495, T-Statistics of 5.229, and P-Values of 0.000. It is concluded that transformational leadership has a positive and significant effect on OCB, indicating that any improvement in transformational leadership will increase the OCB of employees. *Idealized Influence* is the most influential dimension of transformational leadership, especially in the "*being a role model*" indicator. While the indicator with the least influence value is "*trustworthy*".

Transformational leadership is the variable that most affect OCB compared to other variables in this study. To improve employee OCB, organizations need to work on measures or policies that can improve the transformational leadership of their leaders. The importance of transformational leadership in influencing OCB is in line with Robbins and Judge (2013), who revealed that transformational leadership could inspire followers to expend extra effort to achieve the organization's goals.

These results are in line with previous research by Nurjanah et al. (2020), Abdulrab et al. (2020), Çakir (2020), and Dwiyanto et al. (2022).

Organizational Commitment on OCB (H2)

H2 is rejected with test results showing the original sample value of 0.045, T-Statistics of 0.621, and P-Values of 0.534. It is known that organizational commitment has no significant effect on OCB, which indicates that any increase in organizational commitment does not optimally increase the OCB of employees. The *Normative Commitment* dimension of the indicator "*obligation to be in the organization*" is the indicator whose influence plays the most role on the variable of organizational commitment. While the *Continuance Commitment* dimension on the indicator "*loss if leaving the organization*" has the least effect.

This result contradicts the opinion of Luthans (2011), which stated that organizational commitment is closely related to OCB, as well as the results of research by Tjahjono et al. (2018) and Fitrio (2019) who revealed the significant effect of organizational commitment to OCB.

Job Satisfaction on OCB (H3)

H3 is received with test results that show the original sample value of 0.431, T-Statistics of 4.107, and P-Values of 0.000. It is known that job satisfaction has a positive and significant effect on OCB, which indicates that any increase in job satisfaction will increase the OCB of the employees. The *Promotion Opportunities* dimension in the "*opportunity to develop competence*" indicator is the most dominant influence on job satisfaction variables. While the "*Pay*" dimension on the indicator "*match between income and expectations*" is the least dominant.

For employees to behave OCB, the organization needs to increase job satisfaction through various policies and align with organizational strategy. Robbins & Judge (2013) and Luthans (2011) argued that job satisfaction correlates with OCB. In addition, these results are supported by the research of Fitrio et al. (2019) and Dwiyanto et al. (2022), which proved job satisfaction's positive and significant effect on OCB.

Transformational Leadership on Job Satisfaction (H4)

H4 is received with test results showing the original sample value of 0.464, T-Statistics of 4.905, and P-Values of 0.000. It is known that transformational leadership has a positive and significant effect on job satisfaction. It indicates that improvement in transformational leadership will increase employee job satisfaction.

These results prove that increasing employee job satisfaction in this organization depends on how the leader implements transformational leadership. These results are in line to the research of Winarto & Purba (2018), Arifiani et al.(2020), and Safari et al. (2022) who revealed the significant effect of transformational leadership to job satisfaction.

Organizational Commitment on Job Satisfaction (H5)

H5 is received with test results showing the original sample value of 0.295, T-Statistics of 2.832, and P-Values of 0.005. It shows that organizational commitment has a positive and significant effect on job satisfaction, which indicates that any increase in organizational commitment will increase employee job satisfaction. In other words, every organizational effort to increase employee commitment will increase employee job satisfaction.

These results align with the research of Hermawati et al. (2023), which shows that organizational commitment positively and significantly affects job satisfaction.

Transformational Leadership on OCB through Job Satisfaction (H6)

H6 is received with test results that show the original sample value of 0.200, T-Statistics of 2.782, and P-Values of 0.005. It suggests that job satisfaction mediates the influence of transformational leadership on OCB or that transformational leadership has a positive and significant effect indirectly on OCB. These results are in line with the research of Maharani et al. (2017), Aldrin & Yunanto (2019), and Dwiyanto et al. (2022), which proved transformational leadership's positive and significant effect on OCB through job satisfaction.

Based on the results of the hypothesis test, it is known that the value of the influence of transformational leadership on OCB is directly higher than its indirect influence through job satisfaction intermediaries. In this construct, there is *partial mediation*, which means that the independent variable can directly influence the dependent variable without going through the intermediary of the intervening variable. Whether or not job satisfaction is available, transformational leadership improvement will still improve employee OCB behavior. Therefore, organizational leadership needs to optimize their roles, especially those related to transformational leadership values.

Organizational Commitment on OCB through Job Satisfaction (H7)

H7 is received with test results showing the original sample value of 0.127, T-Statistics of 2.364, and P-Values of 0.018. It suggests that job satisfaction mediates the influence of organizational commitment to OCB, or organizational commitment has a positive and significant indirect effect on OCB. These results align with the research of Hermawati et al. (2023), which proved organizational commitment's positive and significant effect on OCB through job satisfaction.

This research shows that organizational commitment in its direct influence shows insignificant results. Organizational commitment, with its direct insignificant effect on OCB, if through the intermediary of job satisfaction variables, will produce significant value. These results show that in this construct, there is *full mediation*; that is, the independent variable cannot affect the dependent variable significantly without going through or involving the mediator. The organization must first increase employee job satisfaction to increase employee organizational commitment concerning improving employee OCB behavior. Therefore, organizational measures or policies to optimize job satisfaction must stimulate employee commitment to their organization.

5. Conclusion

This study found that transformational leadership and job satisfaction positively predicted OCB among civil servants at the Directorate of Treasury Systems, while organizational commitment alone did not. Further, job satisfaction was found to mediate the effects of both transformational leadership and commitment on OCB. These results suggest that fostering transformational leadership behaviors and employee job satisfaction may be effective ways to enhance extra-role behaviors in public sector organizations.

However, the study is limited by its focus on a single agency and limited set of predictors. Further research across multiple government entities and incorporating additional variables like work engagement and organizational justice would provide greater insight. Longitudinal and experimental designs could also elucidate causal relationships. Practically, the findings indicate that agency leaders aiming to improve OCB should emphasize transformational leadership training and initiatives to boost job satisfaction. As OCB contributes to organizational effectiveness, investments in these areas may pay dividends in public sector performance.

In summary, this study makes a meaningful contribution by demonstrating the importance of transformational leadership and job satisfaction for promoting organizational citizenship behaviors among civil servants in Indonesia. Addressing limitations through expanded research will offer even greater understanding of how to enhance this impact.

References

Abdulrab, M., Zumrah, A. R., Alwaheeb, M. A., Al-Mamary, Y. H. S., & Al-Tahitah, A. (2020). The Impact of Transformational Leadership and Psychological Empowerment on Organizational Citizenship Behaviors: A PLS-SEM approach. *Journal of Critical Reviews*, 7(9), 908–917. <https://doi.org/10.31838/jcr.07.09.169>

Aldrin, N., & Yunanto, K. T. (2019). Job Satisfaction as a Mediator for the Influence of Transformational Leadership and Organizational Culture on Organizational Citizenship Behavior. *The Open Psychology Journal*, 12(1), 126–134. <https://doi.org/10.2174/1874350101912010126>

Alshaabani, A., Naz, F., Magda, R., & Rudnák, I. (2021). Impact of Perceived Organizational Support on OCB in the Time of COVID-19 Pandemic in Hungary: Employee Engagement and Affective Commitment as Mediators. *Sustainability (Switzerland)*, 13(14). <https://doi.org/10.3390/su13147800>

Arifiani, R. S., Sudiro, A., & Indrawati, N. K. (2020). the Role of Organizational Culture and Job Satisfaction in Mediating the Effect of Transformational Leadership on Organizational Citizenship

Behavior. *Jurnal Aplikasi Manajemen*, 18(3), 555–562.
<https://doi.org/10.21776/ub.jam.2020.018.03.16>

Armstrong, M., & Taylor, S. (2014). *Armstrong's Handbook of Human Resource Management* (13th ed.). Kogan Page. <http://books.google.com/books?id=NVnd4s6JtioC&pgis=1>

Bass, B. M., & Riggio, R. E. (2006). Transformational Leadership, 2nd Edition. In *Transformational Leadership: Second Edition* (2nd ed.). Lawrence Erlbaum Associates, Publisher. <https://www.taylorfrancis.com/books/9781135618896>

Çakır, S. F., & Adıgüzel, Z. (2020). Examining of Organizational Citizenship Behaviors and Employee Involvement in Transformational Leadership and Organization Support: A Research on White Collar Bank Employees. *Journal of Business Research - Turk*, 12(1), 111–125. <https://doi.org/10.20491/isarder.2020.831>

Cetin, M. O., & Kinik, F. S. F. (2015). An Analysis of Academic Leadership Behavior from the Perspective of Transformational Leadership. *Procedia - Social and Behavioral Sciences*, 207, 519–527. <https://doi.org/10.1016/j.sbspro.2015.10.122>

Chernyak-Hai, L., Bareket-Bojmel, L., & Margalit, M. (2023). A matter of hope: Perceived support, hope, affective commitment, and citizenship behavior in organizations. *European Management Journal*. <https://doi.org/https://doi.org/10.1016/j.emj.2023.03.003>

Chow, B., & Legowo, N. (2023). Factors Influencing User Satisfaction of PeduliLindungi App with UTAUT & Delone Mclean Models: A Case Study in Indonesia. *Journal of System and Management Sciences*, 13(2), 170–184. <https://doi.org/10.33168/JSMS.2023.0212>

de Geus, C. J. C., Ingrams, A., Tummers, L., & Pandey, S. K. (2020). Organizational Citizenship Behavior in the Public Sector: A Systematic Literature Review and Future Research Agenda. *Public Administration Review*, 80(2), 259–270. <https://doi.org/10.1111/puar.13141>

Dwiyanto, E., Satrya, A., & Lestari, E. P. (2022). Pengaruh Kepemimpinan Transformatif Terhadap Perilaku Loyalitas Pegawai Direktorat Jenderal Perbendaharaan. *Indonesian Treasury Review*, 7(1), 73–87.

Erdianza, N., Tentama*, F., & Sari, E. Y. D. (2020). The Effect of Work Enjoyment and Work-life Balance on Organizational Citizenship Behavior with Job Satisfaction as Mediator. *International Journal of Management and Humanities*, 4(7), 67–73. <https://doi.org/10.35940/ijmh.g0683.034720>

Fahmi, P., Saluy, A. B., Safitri, E., Rivaldo, Y., & Endri, E. (2022). Work Stress Mediates Motivation and Discipline on Teacher Performance: Evidence Work from Home Policy. *Journal of Educational and Social Research*, 12(3), 80-80.

Fitrio, T., Apriansyah, R., Utami, S., & Yaspita, H. (2019). The Effect of Job Satisfaction to Organizational Citizenship Behavior (OCB) Mediated by Organizational Commitment. *International Journal of Scientific Research and Management*, 7(09). <https://doi.org/10.18535/ijsrn/v7i9.em01>

Ghozali, H. I., & Latan, H. (2020). *Partial Least Squares: Konsep, Teknik dan Aplikasi Menggunakan Program Smart-PLS Untuk Penelitian Empiris*. Universitas Diponegoro Semarang.

Gupta, M., Shaheen, M., & Reddy, P. K. (2017). Impact of Psychological Capital on Organizational Citizenship Behavior: Mediation by Work Engagement. *Journal of Management Development*, 36(7), 973–983. <https://doi.org/10.1108/JMD-06-2016-0084>

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). *Sage*, 165.

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When To Use and How to Report the

Results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>

Hermawati, R., Moeins, A., & Suhardi, E. (2023). Organizational Citizenship Behavior and the Impact of Organizational Commitment and Work-Life Balance With Job Satisfaction As an Intervening Variable. *UTSAHA (Journal of Entrepreneurship)*, 2(1), 54–68. <https://journal.jfpublisher.com/index.php/joe/article/view/248%0Ahttps://journal.jfpublisher.com/index.php/joe/article/view/248/303>

Ingrams, A. (2020). Organizational Citizenship Behavior in the Public and Private Sectors: A Multilevel Test of Public Service Motivation and Traditional Antecedents. *Review of Public Personnel Administration*, 40(2), 222–244. <https://doi.org/10.1177/0734371X18800372>

Irwan, Adam, K., Adam, K., Pada, D., Matematika, J., Sains, F., & Teknologi, D. (2015). METODE PARTIAL LEAST SQUARE (PLS) DAN TERAPANNYA (Studi Kasus: Analisis Kepuasan Pelanggan terhadap Layanan PDAM Unit Camming Kab. Bone). *Teknosains*, 9(1), 53–68.

Kemalasari, N., & Saluy, A. B. (2018). The Effect of Human Capital, Structural Capital and Relation Capital on Company Performance. *Saudi Journal of Humanities and Social Sciences (SJHSS) ISSN*, 2415-6256.

Luthans, F. (2011). *Organizational Behavior: An Evidence-based Approach*. McGraw-Hill Irwin. <https://books.google.co.id/books?id=8Q37QQAACAAJ>

Luthfi, F., & Nawangsari, L. (2021). The Effect of Transformational Leadership and Organizational Commitments to Organizational Citizenship Behavior for The Environment (OCBE) with Job Satisfaction as Intervening Variables. *EAI*. <https://doi.org/10.4108/eai.28-9-2020.2307361>

Maharani, V., Surachman, Sumiati, & Sudiro, A. (2017). The Effect of Transformational Leadership on Organizational Citizenship Behavior Mediated by Job Satisfaction and Organizational Commitment (Study at Islamic Bank in Malang Raya). *International Journal of Economic Research*, 14(3), 205–218.

Meilina, R. (2017). Pelayanan Publik dalam Perspektif MSDM (Tinjauan dari Dimensi OCB, Kepuasan Kerja, dan Komitmen Organisasi). In *Fakultas Ekonomi Universitas Nusantara PGRI Kediri*. Fakultas Ekonomi Universitas Nusantara PGRI Kediri.

Meyer, J. P., & Allen, N. J. (1984). Testing the “side-bet theory” of organizational commitment: Some methodological considerations. *Journal of Applied Psychology*, 69(3), 372–378. <https://doi.org/10.1037/0021-9010.69.3.372>

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the Workplace: Theory, Research and Application*. Sage Publications, Inc. <https://doi.org/10.4135/9781452231556>

N. Allen, & J. Meyer. (1990). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization. *Journal of Occupational Psychology*, 63, 1–18.

Na-Nan, K., Kanthong, S., Joungtrakul, J., & Smith, I. D. (2020). Mediating Effects of Job Satisfaction and Organizational Commitment between Problems with Performance Appraisal and Organizational Citizenship Behavior. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(3), 64. <https://doi.org/https://doi.org/10.3390/joitmc6030064>

Nilawati, F., Umar, N., Kusdi, R., & Zainul, A. (2019). The Influence of Work Life Balance and Organizational Pride on Job Satisfaction and Its Impact on Organizational Citizenship Behavior in Five and Four Star Hotels Employee. *Russian Journal of Agricultural and Socio-Economic Sciences*, 91(7), 191–196. <https://doi.org/10.18551/rjoas.2019-07.20>

Nurjanah, S., Pebianti, V., & Handaru, A. W. (2020). The influence of transformational leadership, job satisfaction, and organizational commitments on Organizational Citizenship Behavior (OCB) in the

inspectorate general of the Ministry of Education and Culture. *Cogent Business and Management*, 7(1). <https://doi.org/10.1080/23311975.2020.1793521>

Organ, D. W. (1988a). Organizational citizenship behavior: The good soldier syndrome. In *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books/D. C. Heath and Com.

Organ, D. W. (1988b). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington Books. <https://books.google.co.id/books?id=DKq3AAAAIAAJ>

Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107–142. [https://doi.org/https://doi.org/10.1016/1048-9843\(90\)90009-7](https://doi.org/https://doi.org/10.1016/1048-9843(90)90009-7)

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513–563. [https://doi.org/https://doi.org/10.1016/S0149-2063\(00\)00047-7](https://doi.org/https://doi.org/10.1016/S0149-2063(00)00047-7)

Pudjianto, M., Iqbal, M. A., & Saluy, A. B. (2021). *Leadership, Organizational Commitment and Motivation as Mediation of PPNP Performance*. 2(4), 366–377.

Riyanto, S., Handiman, U. T., Gultom, M., Gunawan, A., Putra, J. M., & Budiyanto, H. (2023). Increasing Job Satisfaction, Organizational Commitment and the Requirement for Competence and Training. *Emerging Science Journal*, 7(2), 520–537. <https://doi.org/10.28991/ESJ-2023-07-02-016>

Robbins, S. P., & Judge, T. A. (2013). Organizational Behavior. In *Pearson* (15th ed.). Pearson.

Saluy, A. B., Djamil, M. M. Z., Arif, M., & Wiguna, N. K. (2020). Effect Of Leadership, Motivation And Discipline Of Civil Cervant Performance. *Iconic Research and Engineering Journal*, 3(10), 328–342.

Senen, S. H., Masharyono, M., Sumiyati, & Khotijah, S. (2021). LMX and OCB Civil Servants in Bandung, West Java. *Proceedings of the 5th Global Conference on Business, Management and Entrepreneurship (GCBME 2020)*, 187(Gcbme 2020), 246–250. <https://doi.org/10.2991/aebmr.k.210831.048>

Shaheen, S., Bukhari, I., & Adil, A. (2016). Moderating Role of Psychological Capital Between Perceived Organizational Support and Organizational Citizenship Behavior and its Dimensions. *International Journal of Research Studies in Psychology*, 5(2). <https://doi.org/10.5861/ijrsp.2016.1375>

Somech, A., & Bogler, R. (2023). Organizational citizenship behavior (OCB) above and beyond: Teachers' OCB during COVID-19. *Teaching and Teacher Education*, 104183. <https://doi.org/https://doi.org/10.1016/j.tate.2023.104183>

Sunaris, D., Wahyoedi, S., & Tecalo, M. (2022). Effects Of Organizational Commitment And Organizational Justice On Organizational Citizenship Behavior With Job Satisfaction As A Mediation. *International Journal of Science, Technology & Management*, 3(3), 630–640. <https://doi.org/10.46729/ijstm.v3i3.511>

Thompson, P. S., Bergeron, D. M., & Bolino, M. C. (2020). No obligation? How gender influences the relationship between perceived organizational support and organizational citizenship behavior. *Journal of Applied Psychology*, 105(11), 1338–1350. <https://doi.org/10.1037/apl0000481>

Tjahjono, H. K., Prasetyo, F., & Palupi, M. (2018). Kepemimpinan Transformasional pada Organizational Citizenship Behavior dan Komitmen Afektif. *Jurnal Manajemen Dan Pemasaran Jasa*, 11(2), 217–232.

Utomo, D. W., Hidayah, S., & Handayani, S. (2019). Peran Organizational Citizenship Behavior (Ocb) Sebagai Variabel Mediasi Pengaruh Komitmen Afektif Dan Keterlibatan Kerja Terhadap Kinerja Pegawai di Kantor Kementerian Agama Semarang. *Jurnal Ekonomi Manjemen Dan Akuntansi*, 26(46), 83–92.

Winarto, & Purba, J. H. (2018). Pengaruh Gaya Kepemimpinan Transformasional Terhadap Organizational Citizenship Behavior Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Kasus Pada Karyawan Rumah Sakit Swasta Di Kota Medan). *Jurnal Ilmiah Methonomi*, 4(2), 111–123. <https://methonomi.net/index.php/jimetho/article/view/37>

Yaakobi, E., & Weisberg, J. (2020). Organizational Citizenship Behavior Predicts Quality, Creativity, and Efficiency Performance: The Roles of Occupational and Collective Efficacies. *Frontiers in Psychology*, 11(April), 1–18. <https://doi.org/10.3389/fpsyg.2020.00758>