

The mediating role of job satisfaction in the relationship between transformational leadership and organizational citizenship behavior among female civil servants in Central Java and Yogyakarta

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Keyword : Female Civil Servants; Job Satisfaction; Organizational Citizenship Behavior; Transformational Leadership.	Abstract Female civil servants often have to divide their time between job demands and household responsibilities. While managing responsibilities at home, they're also expected to perform optimally in the workplace, fully contribute to their organizations. This study explored how transformational leadership indirectly influences Organizational Citizenship Behavior (OCB) among female civil servants working in the regional government offices of Central Java and the Special Region of Yogyakarta (GO-CJ-DIY), with job satisfaction serving as a mediating variable in that relationship. The study used a total sampling technique with a population of 189 married female civil servants at GO-CJ-DIY who had been employed for more than three months. However, only 134 respondents completed the questionnaire and were therefore included in the final analysis. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results revealed a path coefficient of 0.489, $t = 8.252$, $p < 0.001$, 95% CI [0.381, 0.607], indicating a strong and statistically significant indirect effect of transformational leadership on OCB through job satisfaction. The model yielded an R-squared (R^2) value of 0.491, meaning that the model explained 49.1% of the variation in Organizational Citizenship Behavior (OCB). This study offers both theoretical and practical insights. Theoretically, it deepens our psychological understanding of how transformational leadership and job satisfaction shape OCB. Practically, the findings highlight the importance of implementing transformational leadership training, enhancing employee satisfaction programs, and promoting work-life balance initiatives as human resource strategies to foster OCB and strengthen organizational effectiveness within GO-CJ-DIY.			
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INTRODUCTION

The Government Organization (GO) is a key institution within Indonesia's public sector, particularly in managing the financial flow of goods across the country's borders. GO plays a vital role in generating state revenue and operates under the authority of the Minister (Secretariat GO, 2023). Internally, GO not only carries out core duties mandated by the Ministry but also engages in various voluntary initiatives such as inter-unit competitions, fostering inclusive work environments for people with disabilities, and promoting gender mainstreaming (Secretariat GO, 2023).

Publication data from the Secretariat of Government Organization shows that the number of female civil servants in the GO is 17.2% of the total workforce, distributed across the Indonesian archipelago (Secretariat GO, 2023). GO operates through 14 regional offices and several primary service offices, including Central Java and the Special Region of Yogyakarta (GO-CJ-DIY), East Java, West Java, North Sumatra, Jakarta, Banten, and Kalimantan. According to the 2023 national performance report, 25 cascading and non-cascading Key Performance Indicators (KPIs) from the Ministry received green status, with an Organizational Performance Score (NKO) of 112.45, which increased from 112.22 in 2022 (Secretariat GO, 2023). In 2023, performance data from GO-CJ-DIY recorded scores for 138 employees. Among them, one employee obtained a score above 100, 2 employees scored between 100 and 105, 57 employees scored between 106 and 110, 27 employees scored between 111 and 115, and 51 employees achieved scores above 115 (Secretariat GO, 2023).

According to the 2023 performance report, a total of 2,395 decrees were issued nationwide based on 511 Audit Result Reports (LHAs) as of December 2023. However, GO-CJ-DIY contributed only 36 LHAs, falling behind regions such as Jakarta (80), West Java (53), and North Sumatra (52). Additionally, monitoring and evaluation outcomes revealed that just 78% of investigative outcomes in GO-CJ-DIY achieved P-21 status, placing the region 23rd out of 24, indicating a concerning decline in performance (Secretariat GO, 2023).

Performance reports of civil servants that still show low achievement do not only reflect technical weaknesses, but can also indicate low levels of Organizational Citizenship Behavior (OCB). Podsakoff et al. (2000) emphasized that OCB is voluntary behavior beyond formal obligations that significantly contributes to organizational effectiveness. Without OCB, work tends to be carried out only minimally in accordance with job descriptions, making it difficult for organizations to achieve optimal performance.

Research by Aminudin et al. (2023) showed that OCB is closely related to improvements in both individual and collective performance, suggesting that low OCB has the potential to reduce performance outcomes. Nisa et al. (2022) also found that job satisfaction and organizational commitment influence OCB, which in turn affects the performance of civil servants. Casu et al. (2021) even referred to OCB as the “social lubricant” that allows the formal mechanisms of organizations to run more smoothly; without such extra-role behavior, these mechanisms become rigid and performance weakens.

These findings are consistent with research by Ragil & Riyanti, (2024) on the state civil apparatus at Disnav Class II Semarang. Their results showed that personality, commitment, and job satisfaction significantly and positively affect OCB, and that OCB functions as a mediator in

improving employee performance. This means that if OCB is weak, the contributions of these factors to employee performance are also reduced.

Another study by Mujaroah et al. (2024) in Banyuwangi, this reinforces this argument. They found that OCB directly and significantly affects the performance of sub-district employees, while also mediating the influence of job satisfaction and organizational commitment on performance. This indicates that low performance achievement is often associated with low levels of OCB, particularly in the public sector. Thus, although low performance reports do not automatically indicate low OCB, empirical evidence shows that weak OCB is one of the main factors hindering the performance achievement of civil servants. Therefore, low performance and low OCB can be viewed as interrelated phenomena that cannot be separated.

As of June 2024, GO-CJ-DIY employed 933 male and 254 female civil servants, with women making up 21.4% of the total workforce across 10 units. In an interview conducted on July 26, 2024, a personnel officer (EY, age 29) noted a growing presence of women in functional, administrative, and even structural roles. Female civil servants are expected to carry out the same responsibilities as their male counterparts, including demanding tasks such as conducting field inspections at factories and airports, supervisory duties involving intelligence, enforcement, and customs violation investigations requiring 24-hour readiness, public service in handling export and import processes that often take place outside regular working hours and involve direct interaction with the public, as well as operational support through administrative and technical assistance to ensure organizational effectiveness. However, because many female employees—especially those who are married—must divide multiple roles, their involvement in non-mandatory organizational activities tends to be limited. This includes actions such as proposing new ideas, participating in social initiatives, fostering positive workplace relationships, and showing the kind of loyalty and responsibility that reflect strong Organizational Citizenship Behavior (OCB) (Kuswardi & Haryanti, 2014). Previous research has shown that work–family conflict tends to reduce women’s engagement in OCB (Sudrajad & Hudaniah, 2021). Other studies highlight that family support can mitigate this negative effect Pan et al. (2022), while self-efficacy also plays a mediating role in the relationship between work–family conflict and OCB (Abdullah et al., 2019). OCB refers to voluntary employee behavior that is not formally required in job descriptions but contributes to organizational effectiveness and fosters a positive work environment (Organ, 1997; Colquitt et al., 2021).

Despite having equal responsibilities, many married female civil servants in GO-CJ-DIY underperform in terms of OCB. This is concerning, given that OCB voluntary behavior outside formal job descriptions supports both individual and organizational effectiveness. These behaviors encompass helping colleagues, upholding the organization’s values, contributing to

innovation, and taking initiative. Interview outcomes revealed that 6 out of 10 female employees admitted they rarely engage in such actions. In particular, they showed low engagement across the five OCB dimensions—altruism, conscientiousness, sportsmanship, courtesy, and civic virtue—often avoiding extra tasks, showing little initiative in organizational activities, and prioritizing personal matters over voluntary contributions. This indicates that their OCB remains suboptimal and inconsistent, thereby limiting potential benefits for both employees and the organization.

Issues regarding Organizational Citizenship Behavior (OCB) among female civil servants can be understood from both Indonesian and international evidence. In the Indonesian context, the study by Pramitasari, as cited in Oktavianto and Yuwono (2014) on nurses showed that a higher number of female respondents (26 individuals) were categorized as having low OCB compared to their male counterparts (18 individuals). Conversely, men were more frequently represented in the high OCB category (18 individuals) than women (16 individuals). This pattern suggests that female civil servants may face greater difficulties in consistently demonstrating OCB, possibly due to dual role conflicts between professional and domestic responsibilities.

Similar findings were reported by Safitri (2023), who observed that civil servants at the Governor's Office of Aceh generally showed low levels of OCB. Likewise, Kristiningsih dan Nuraini (2017), in their study of the Education Department in Cilegon, she noted that low OCB behaviors—such as lateness, leaving early, and lack of voluntary participation—were more commonly committed by female employees. These studies highlight the persistent challenges faced by women in public institutions when it comes to sustaining high levels of OCB.

At the international level, gendered dynamics of OCB have also been documented. Research by Kanafa-Chmielewska (2016) showed that female employees' OCB is more strongly associated with both job satisfaction and remuneration, while men's OCB tends to relate primarily to job satisfaction alone. This indicates that women's OCB may be more sensitive to external factors such as compensation fairness. Moreover, Allen dan Jang (2016) argued that OCB is often stereotypically perceived as a “feminine” behavior; therefore, when women fail to show OCB, they are judged more negatively than men under similar circumstances. Finally, Cameron dan Nadler (2013) noted that while some contexts reveal no significant gender differences in OCB levels, evaluation biases remain, with women's OCB more frequently scrutinized and expected.

Taken together, these findings demonstrate that female civil servants are often overrepresented in low OCB categories within Indonesian studies, while international research highlights how gender expectations, role conflict, and evaluation bias create structural challenges.

Thus, issues of OCB among female civil servants should be understood as both contextually shaped by workplace culture and workload and structurally rooted in gendered expectations and societal role burdens.

In a preliminary study conducted through interviews with 10 female civil servants on July 26, the majority failed to demonstrate behavior aligned with the five key dimensions of OCB. These dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue are based on the framework developed by Bies (1989) and expanded by Organ (1997). Altruism reflects a readiness to support coworkers, while conscientiousness means consistently going above basic expectations, such as being punctual and detail-oriented. Sportsmanship involves staying positive even in less-than-ideal work conditions. Courtesy consists of nurturing good relationships and avoiding unnecessary conflict, while civic virtue emphasizes actively participating in organizational life. In this study, most respondents revealed low initiative to help others, tended to skip training opportunities, struggled with cooperation and tolerance, and were generally disengaged from broader organizational responsibilities. These outcomes highlight that the practice of Organizational Citizenship Behavior (OCB) among female civil servants in GO-CJ-DIY is still relatively limited. As noted by Rahmayati (2020), many working women face the dual burden of balancing professional duties and household responsibilities—an overlap that can hinder their performance when both roles demand equal attention. Suryani (2023) further highlighted that women are often expected to exhibit strong OCB, even though their core job responsibilities are no different from those of their male counterparts. This imbalance may be one of the factors contributing to GO-CJ-DIY's broader performance challenges.

Organizational Citizenship Behavior (OCB) plays a crucial role in shaping a positive work culture and driving overall performance. According to Suryani (2023), female employees who consistently demonstrate strong OCB often contribute significantly to increased productivity in the workplace. Salim (2023) further highlights that organizations tend to function more effectively when employees are willing to step beyond their formal job descriptions—whether by helping coworkers, managing their time efficiently, avoiding unnecessary conflict, or simply creating a more supportive atmosphere. These actions, while not consistently formally recognized or rewarded, make a meaningful difference. Similarly, Iskandar et al. (2024) point out that OCB not only enhances organizational outcomes but also strengthens the bond between employees and employers and promotes a more harmonious, collaborative, and productive work environment.

Research by Podsakoff et al. (1997) explains that four factors influence Organizational Citizenship Behavior: first, individual characteristics, which include employees' positive attitudes towards the organization, perceptions of justice, job satisfaction, organizational commitment, and

perceptions of leadership support. Second, task characteristics refer to the clarity—or lack thereof—surrounding one’s job responsibilities. Third, organizational characteristics encompass elements such as shared goals, team dynamics, structural frameworks, systems, and operational procedures. Fourth, a leader’s behavior plays a vital role in enhancing employee performance and fostering unity, helping to bridge gaps and minimize internal divisions within the organization. The research factors include environmental factors, with transformational leadership as the independent variable, and individual factors, such as job satisfaction, as the intervening variable.

Transformational leadership involves employees perceiving leaders who focus on motivating and inspiring them to achieve higher goals and encourage positive change through ideal influence, inspirational motivation, individual consideration, and intellectual stimulation (Robbins & Judge, 2017). Transformational leadership is key to nurturing Organizational Citizenship Behavior (OCB), as it inspires meaningful change and attends to the unique needs of each employee (Bass & Riggio, 2006; Robbins & Judge, 2017). By fostering a shared vision, encouraging innovation, and offering personalized support, this leadership approach motivates individuals to go above and beyond their formal responsibilities—whether by supporting their peers or actively contributing to the organization’s growth and success. Transformational leadership fosters a workplace culture that naturally supports Organizational Citizenship Behavior (OCB) through its four core elements: *idealized influence*, where leaders act as role models and earn trust and respect; *inspirational motivation*, where leaders articulate a clear vision and inspire enthusiasm; *intellectual stimulation*, where leaders encourage creativity and critical thinking; and *individualized consideration*, where leaders attend to the unique needs and development of each employee (Bass & Bass, 2009). An increasingly growing study by Winarto and Purba (2018) found that transformational leadership enhances OCB indirectly through increased job satisfaction. Kurniawan et al. (2022) showed that transformational leadership, along with organizational commitment and job satisfaction, positively influences OCB. Study Naimah and Sari (2022) further emphasized that transformational leadership affects OCB both directly and indirectly, with job satisfaction playing a mediating role. Collectively, these findings highlight that transformational leadership fosters higher levels of OCB, particularly when employees experience greater satisfaction

Job satisfaction plays a key role in bridging the relationship between leadership and employee behavior. Robbins and Judge (2017) observe that employees who feel genuinely satisfied with their jobs are more likely to demonstrate strong citizenship behavior. Transformational leaders contribute to this by creating an encouraging and inclusive workplace culture, which inspires employees to exceed their formal responsibilities and take initiative for the greater good of the organization. Research outcomes (Permana & Netra, 2020; Wisnawa & Dewi, 2020) support the

mediating role of job satisfaction, emphasizing its impact on transforming effective leadership into increased organizational commitment and voluntary contributions.

In this study, job satisfaction is conceptualized as the degree of an individual's positive or negative feelings toward their work. Job satisfaction is measured through five dimensions, namely: pay, referring to the extent to which employees are satisfied with their compensation; the job itself, which describes the level of interest, challenge, and fulfillment obtained from daily tasks; promotion opportunities, which reflect perceptions of fairness and availability of career development opportunities; co-workers, which address the quality of interpersonal relationships and social support in the workplace; and the supervisor, which reflects satisfaction with leadership style, guidance, and managerial support (Smith et al., 1983; Azeem, 2010; Wisnawa & Dewi, 2020). High scores on these dimensions indicate greater job satisfaction, while low scores suggest dissatisfaction. Therefore, job satisfaction not only enhances the connection between leadership and OCB but also fosters a culture of proactive and collaborative performance.

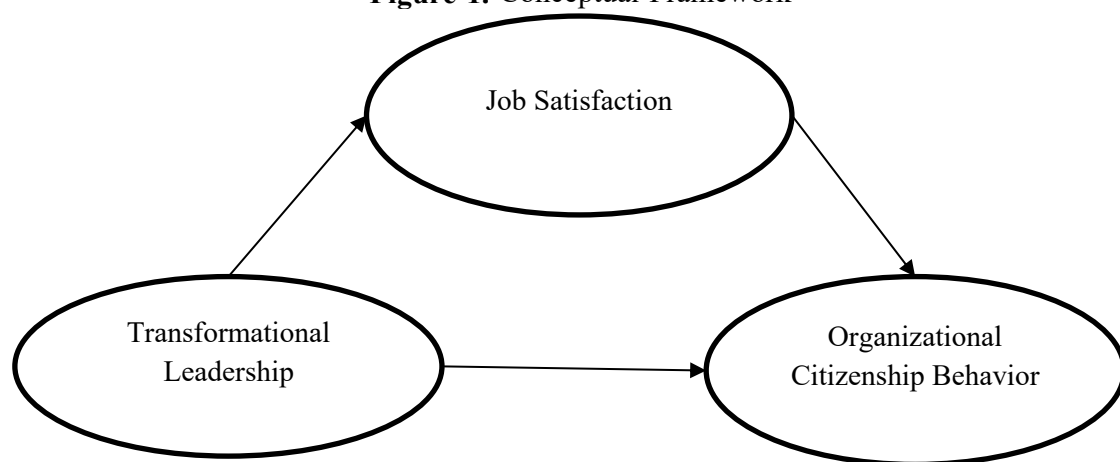
Although OCB has been widely studied, the majority of previous research has focused on the private sector or analyzed related factors like leadership and job satisfaction separately. There is a significant lack of research specifically targeting female civil servants in Indonesian government institutions, particularly those who balance professional responsibilities with domestic obligations. Moreover, limited studies have explored the mediating function of job satisfaction in the relationship between transformational leadership and OCB within public organizations, particularly in underperforming regions like the GO-CJ-DIY.

This study aims to fill these gaps by focusing on married female civil servants, a group that holds a crucial position in daily government activities but encounters unique psychological and structural obstacles. By analyzing how transformational leadership impacts OCB through the mediating influence of job satisfaction, this research provides three significant contributions. Firstly, it expands the limited literature on OCB in the public sector. Secondly, it sheds light on the experiences of women managing dual responsibilities, a topic frequently neglected in leadership and behavioral research. Thirdly, it introduces an integrated model that analyzes the indirect impacts of leadership on OCB through job satisfaction, particularly in low-performing public organizations. This approach provides both theoretical insight and practical guidance for enhancing human resource strategies in Indonesia's public sector.

Based on the background description provided, the research problem formulated in this study is whether job satisfaction mediates the relationship between transformational leadership and Organizational Citizenship Behavior (OCB) in female civil servants in GO-CJ-DIY. To address this problem, a conceptual framework is proposed that positions transformational

leadership as the independent variable, OCB as the dependent variable, and job satisfaction as the mediating variable. This framework illustrates how transformational leadership is expected to influence OCB both directly and indirectly through job satisfaction, emphasizing the psychological mechanism by which leadership practices foster positive employee attitudes that translate into voluntary and collaborative behaviors within the organization. The conceptual framework of this study can be seen in **Figure 1** below.

Figure 1. Conceptual Framework



METHOD

Research Design

This study adopted a quantitative survey design to explore the indirect influence of transformational leadership on Organizational Citizenship Behavior (OCB), with job satisfaction serving as a mediating variable. Data were collected utilizing an online questionnaire distributed through Google Forms, specifically targeting female civil servants. A total sampling method was applied to ensure comprehensive participation from the population of interest.

Research Subject

The research subjects were married female civil servants working in the Government Organization Regional Office of Central Java and the Special Region of Yogyakarta. The total population for this study consisted of 189 employees from various divisions and work units. One of the key inclusion criteria was a minimum of three months of service, in accordance with the organization's On-the-Job Training (OJT) period. Employees who had completed this phase were assumed to have gained sufficient familiarity with the organization's values and behavioral expectations, including aspects of Organizational Citizenship Behavior (OCB). Although the initial population comprised 189 employees, only 134 participants fully completed the questionnaire and were ultimately included in the final analysis.

Measurement Tools

This study employed three measurement instruments to assess the variables of Organizational Citizenship Behavior (OCB), Transformational Leadership, and Job Satisfaction. The OCB scale used was adapted into Indonesian by Tawil (2022) based on the theory of Bies (1989). It reflects the concept of OCB as voluntary employee behavior that supports organizational functioning beyond formal duties. The scale consists of 25 items across five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. An example item is, *"I help colleagues who are overwhelmed by work even if it is not my responsibility."* The scale used a Likert-type response format ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Item discrimination values (corrected item-total correlations) met the criteria by all items loading significantly on their respective dimensions. The Average Variance Extracted (AVE) for each dimension exceeded 0.50, confirming convergent validity. Construct Reliability (CRI) values were above the cut-off of 0.70, and the Cronbach's Alpha coefficients were high: 0.877 (Altruism), 0.824 (Conscientiousness), 0.930 (Sportsmanship), 0.924 (Courtesy), and 0.833 (Civic Virtue), indicating strong internal consistency.

The Transformational Leadership scale used in this study was adapted and modified into Indonesian by Nur et al. (2021), referring to the theoretical framework of Bass & Bass (2009) and Robbins and Judge, (2017). This scale is based on the 4I model of transformational leadership, which includes Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. The scale consists of 13 items, such as *"My leader motivates me by presenting a compelling vision of the future."* Respondents rated each item utilizing a 5-point Likert scale. The instrument performed exceptionally well from a psychometric standpoint, with a construct reliability coefficient of 0.934 and a Cronbach's Alpha of 0.891, both indicating strong reliability and internal consistency. Each item displayed solid discriminatory power, meaning it effectively captured unique aspects of the construct while making a meaningful contribution to the overall measurement.

The Job Satisfaction scale was compiled by Wisnawa and Dewi, (2020) and refers to the theory of Azeem, (2010), that is aligned by the well-known Job Descriptive Index (JDI) developed by (Smith et al., 1983). It measures satisfaction in five aspects: pay, job nature, promotion opportunities, co-workers, and supervisor. The scale comprises 12 items, including *"I am satisfied with the way my supervisor handles employees."* The responses were recorded utilizing a 5-point Likert scale. The validity test revealed that all item-total correlation coefficients were above 0.30, meeting the necessary threshold for item discrimination. The instrument's reliability, measured by Cronbach's Alpha, was 0.914, which indicates excellent internal consistency.

Data Analysis

The study utilized a combination of tools and techniques. Microsoft Excel and SPSS were used to perform descriptive statistical analysis, including calculating means, standard deviations, and frequencies to describe respondent characteristics and research variables. To examine the research hypotheses and explore the structural relationships among the variables, this study employed the Partial Least Squares Structural Equation Modeling (PLS-SEM) method utilizing Smart-PLS version 3. The analysis was conducted in two main stages: first, the evaluation of the measurement model (outer model), and second, the assessment of the structural model (inner model).

RESULTS AND DISCUSSION

Analysis Result

Subject Characteristics

The subject characteristics include age range, marital status, number of children, child's age, educational background, length of service, rank, position, division, and work unit, with a total of 134 female civil servants. Each subject characteristic is displayed in Table 1 below.

Table 1. Subject Characteristics

Characteristics	Category	Frequency	Percentage
Age Range	23-28 Years	36	27
	29-33 Years	51	38
	34-40 Years	25	19
	41-45 Years	6	4
	46-50 Years	4	3
	51-55 Years	10	7
	56-60 Years	2	1
Total		134	100
Marital Status	Widow	4	3
	Married	130	97
Total		134	100
Number of Children	No children	19	14
	1 child	45	34
	2 children	50	37
	3 children	15	11
	4 children	5	4
Total		134	100
Child's age	No children	19	14
	Age not specified	2	1
	0-2 years	34	25
	2-7 years	46	34
	7-11 years	16	12
	12 years and above	17	13
Total		134	100
Educational Background	Senior High School / Vocational (SMA/SMK)	8	6
	Diploma	60	45
	Bachelor	54	40
	Master	12	9
Total		134	100

Characteristics	Category	Frequency	Percentage
Length of service	Less than 6 Years	3	2
	6-10 Years	71	53
	More than 10 Years	60	45
Total		134	100
Position	Echelon IV/Supervisory Officer	7	5
	Functional Officials (First Expert, Advanced, Skilled)	29	22
	Executive	98	73
Total		134	100
Rank	<i>Pembina</i> (IV.a)	4	3
	<i>Penata Tk. I</i> (III.d)	9	7
	<i>Penata</i> (III.c)	19	14
	Junior Administrative Officer Tk. I (III.b)	23	17
	Junior Administrative Officer (III.a)	12	9
	<i>Registrrar</i> Tk. I (II.d)	15	11
	<i>Pembina</i> (IV.a)	27	20
	<i>Penata</i> Tk. I (III.d)	25	19
Total		134	100
Division	Administration	69	51
	Technical	65	49
Total		134	100
Work Unit	Central Java DIY	16	12
	Kudus	7	5
	Semarang	22	16
	Surakarta	25	19
	Yogyakarta	30	22
	Cilacap	4	3
	Magelang	8	6
	Purwokerto	4	3
	Tegal	2	1
	Tanjung Emas	16	12
Total		134	100

Source: Data Processing (2025)

Evaluation of the Measurement Model (Outer Model)

Technical data analysis utilizing Smart-PLS version 3 to assess the outer model consists of the following three criteria:

1. Convergent Validity

The initial stage in evaluating the outer model involved assessing the convergent validity of the reflective measurement model, specifically for the variables Organizational Citizenship Behavior (OCB), Transformational Leadership, and Job Satisfaction. This step was essential to ensure that the indicators effectively captured the core concepts they were intended to measure. The assessment was based on the correlation between item

scores/component scores estimated by Smart-PLS version 3. According to the rule of thumb, convergent validity is achieved when the loading factor exceeds 0.7 in confirmatory research, and the Average Variance Extracted (AVE) is greater than 0.5 (Ghozali & Latan, as cited in Hamid & Anwar, 2019). This study used a loading factor threshold of 0.7. The outer loading values produced by the algorithm for the outer model, which defines the link between latent variables and their indicators, all exceeded 0.7. This suggests that each item was valid in measuring its intended construct. In addition, the Average Variance Extracted (AVE) values for all three variables, namely Organizational Citizenship Behavior (OCB), transformational leadership, and job satisfaction, were above the 0.5 threshold. These results confirmed that the indicators were both valid and reliable, making them suitable for the next phase of the validity testing and further analysis.

2. Discriminant Validity

To confirm that each construct in the latent variable model was truly distinct, discriminant validity was carefully assessed. Strong discriminant validity is demonstrated when each item loads more heavily on its intended construct than on any others. Following the guidelines by Ghozali and Latan (as cited in Hamid & Anwar, 2019), a loading value above 0.70 is considered acceptable. In this study, the model met that criterion, supporting the uniqueness of each construct within the analysis. At the indicator level, cross-loadings were used, while at the construct level, the Fornell-Larcker criterion was applied by comparing the square root of the AVE with the inter-construct correlations (Yamin, 2021b). The cross-loading analysis revealed that each indicator had a higher loading on its intended construct than on any other, indicating strong discriminant validity in measuring the variables they were designed to capture. To further assess discriminant validity at the construct level, the Fornell-Larcker criterion was applied, and the results are summarized in Table 2 below.

Table 2. Fonell Lacker Criterion Research Variables

Transformational Leadership		Job Satisfaction	Organizational Citizenship Behavior
Transformational Leadership	0.855		
Job Satisfaction	0.697	0.778	
Organizational Citizenship Behavior	0.519	0.701	0.742

Source: Data Processing (2025)

As shown in Table 2, the square root of the AVE for Organizational Citizenship Behavior (0.742) was higher than its correlations with both transformational leadership (0.701) and job satisfaction (0.519). Similarly, the square root of the AVE for transformational leadership (0.855) exceeded its correlations with job satisfaction (0.778) and OCB (0.742). These results indicate

that each construct has strong discriminant validity, confirming that the variables are distinct and measured separately within the model. The square root of AVE for job satisfaction (0.778) was also higher than its correlations with transformational leadership (0.697) and OCB (0.742). These findings confirmed that all constructs met the Fornell-Larcker criterion for discriminant validity.

Another measure of discriminant validity introduced by Henseler et al. (2015) is the HTMT (heterotrait-monotrait ratio), with the recommended threshold being below 0.85 or below 0.90. HTMT is the ratio of heterotrait correlations (the average correlations between items of different constructs) to the geometric mean of monotrait correlations (the correlations between items measuring the same construct). Table 3 below presents the HTMT results of the research scales.

Table 3. Results of Heterotrait-Monotrait Ratio (HTMT)

	Transformational Leadership	Job Satisfaction	Organizational Citizenship Behavior
Transformational Leadership	-	-	-
Job Satisfaction	0.710	-	-
<i>Organizational Citizenship Behavior</i>	0.529	0.724	-

Source: Data Processing (2025)

Based on Table 3, the HTMT value between transformational leadership and organizational citizenship behavior is 0.529 (< 0.85), indicating that transformational leadership is empirically distinct from Organizational Citizenship Behavior. Similarly, the HTMT value between job satisfaction and Organizational Citizenship Behavior is 0.724 (< 0.85), and between transformational leadership and job satisfaction is 0.710 (< 0.85). Therefore, it can be concluded that the constructs in this study show good discriminant validity and can be empirically distinguished from one another.

3. Composite Reliability

According to Ghozali and Latan (as cited in Hamid & Anwar, 2019), the rule of thumb for assessing construct reliability is that the composite reliability value must be greater than 0.70. Table 4 presents the composite reliability values for all variables.

Table 4. Composite Reliability Value

Variables	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>
Organizational Citizenship Behavior	0.967	0.969	0.970
Transformational Leadership	0.969	0.971	0.972
Job Satisfaction	0.941	0.945	0.948

Source: Data Processing (2025)

Based on Table 4 above, the composite reliability values for Organizational Citizenship Behavior (0.970), transformational leadership (0.972), and job satisfaction (0.948) all exceeded the recommended threshold of 0.70. The results show that all latent variables in the

study demonstrated strong internal consistency and reliability. This means the indicators within of each construct reliably captured the same underlying concept. Based on these reliability standards, the measurement model is considered valid and ready for further analysis.

Structural Model Evaluation (Inner Model)

After completing the evaluation of the measurement model, the analysis proceeded to the structural model to test the proposed hypotheses. Before conducting the hypothesis testing, it was essential to check for potential multicollinearity among the variables. This was done by examining the inner Variance Inflation Factor (VIF) values, in line with the guidelines provided by Yamin (2021b).

1. Multicollinearity Test

The results of the multicollinearity test revealed that all inner VIF values were well below the threshold of 5, indicating minimal multicollinearity among the predictor variables in the structural model. This means the relationships among variables are not distorted by overlap, allowing for more accurate interpretation. As a result, the parameter estimates generated utilizing the SEM-PLS method can be considered as both reliable and unbiased (Hair et al., 2019) as cited in (Yamin, 2021b)

2. Hypothesis Testing

In Smart-PLS, hypothesis testing is conducted statistically utilizing the bootstrapping method, which helps overcome potential issues caused by data non-normality. The model evaluation involves examining the significance of the hypothesized relationships through the bootstrapping procedure.

A two-tailed test was utilized, with critical values for *t*-statistics as follows: 1.65 (significance level = 10%), 1.96 (significance level = 5%), and 2.58 (significance level = 1%). A relationship is considered significant if the *p*-value is < 0.05. The path coefficient and *t*-statistics are presented in Table 5 below:

Table 5. Hypothesis Results			Path Coefficient	<i>T</i> Statistics ($ O/STDEV $)	<i>P</i> Values
Transformational Satisfaction Behavior	Leadership -> Organizational	Job Citizenship	0.489	8.252	0.000

Source: Data Processing (2025)

Hypothesis: Job Satisfaction acts as a mediator in the relationship between Transformational Leadership and Organizational Citizenship Behavior among Female Civil Servants in GO-CJ-DIY.

As shown in Table 5, the path coefficient is 0.489, with a t -value of 8.252 and a p -value of 0.000. These results meet the rule of thumb, which requires a p -value < 0.05 and a t -value > 1.96 (at the 5% significance level). In conclusion, transformational leadership indirectly influences Organizational Citizenship Behavior (OCB) through the mediating role of job satisfaction. Put simply, when female civil servants in GO-CJ-DIY experience stronger transformational leadership, they tend to feel more satisfied with their jobs—an emotional boost that, in turn, encourages them to go above and beyond their formal duties. This highlights the importance of leadership that inspires, supports, and engages employees as a pathway to fostering greater discretionary effort and commitment. Thus, the hypothesis in this study is supported.

Figure 2 presents the results of the bootstrapping procedure conducted to assess the significance of the hypothesized relationships within the structural model. The figure illustrates that all hypothesized paths were tested through bootstrapping, providing statistical evidence to support the proposed model.

Figure 2. Results of the bootstrapping

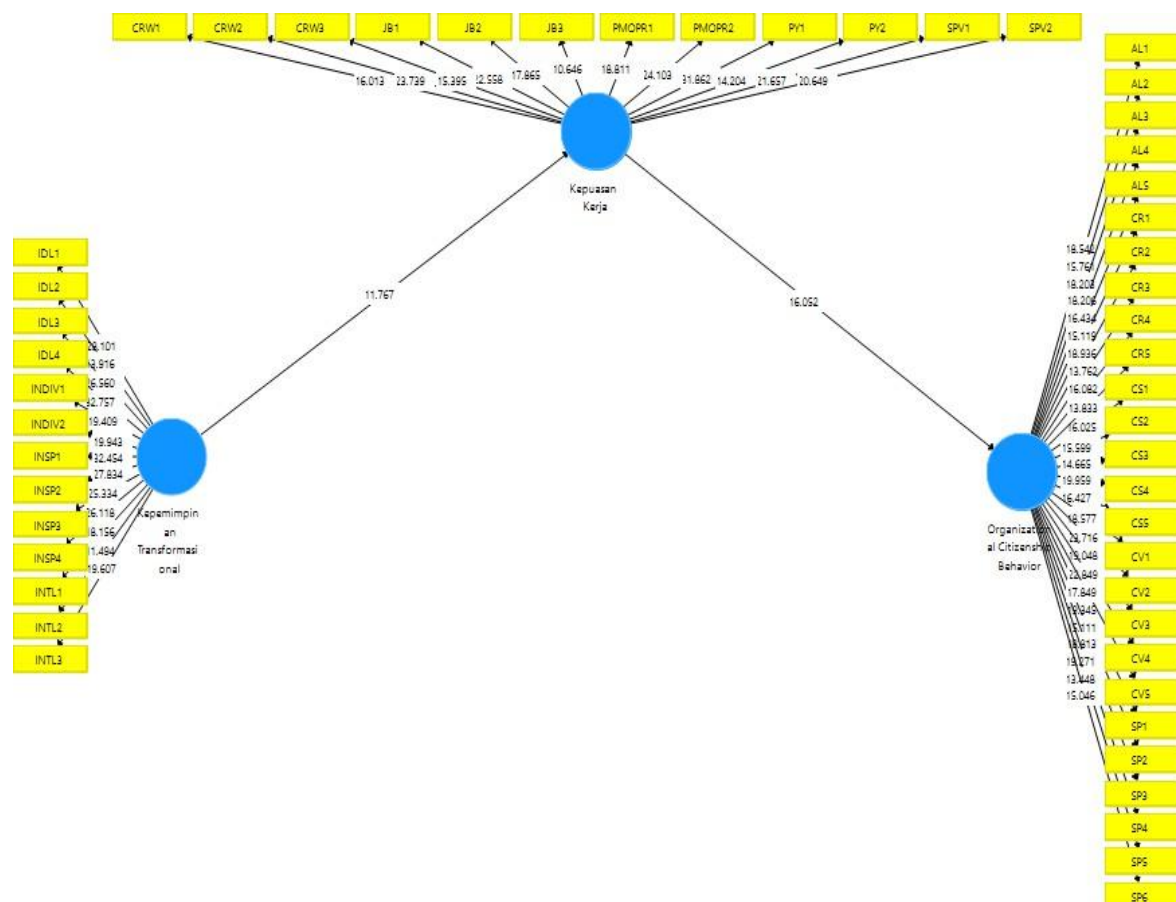


Table 6. *Confidence Intervals of Path Coefficients*

	<i>Original Sample (O)</i>	Sample Mean (M)	2.5%	97.5%
Transformational Leadership → Job Satisfaction → Organizational Citizenship Behavior	0.489	0.496	0.381	0.607

Source: Data Processing (2025)

Based on Table 6, the mediation test falls within the 95% confidence interval. The job satisfaction variable mediates the effect of transformational leadership on Organizational Citizenship Behavior, with a range of 0.381 to 0.607. The confidence interval offers further support for the conclusion that transformational leadership plays a significant role in enhancing Organizational Citizenship Behavior, primarily by boosting employees' job satisfaction. The range of 0.381 to 0.607 indicates that this effect is consistent and unlikely to be due to chance, supporting previous outcomes on the significance of path coefficients.

3. R-Square (Coefficient of Determination)

The R-square value serves as an indicator of how much variation in the dependent variable can be explained by the independent variables (Jogiyanto, as cited in Hamid & Anwar, 2019). According to Chin, an R-square value of 0.67 or above for endogenous latent variables in a structural model reflects a strong influence from the exogenous variables, suggesting a robust predictive relationship within the model. Values between 0.33 and 0.67 are categorized as moderate, while values between 0.19 and 0.33 are considered weak (Ghozali & Latan, as cited in Hamid & Anwar, 2019). Based on the data processing carried out, Table 7 is the result of the *R-square* estimation obtained using Smart-PLS version.3.

Table 7. *R Square Value*

	<i>R Square</i>	<i>R</i>	<i>Square</i>	Interpretation
Job Satisfaction	0.486	0.482		Medium
Organizational Citizenship Behavior	0.491	0.487		Medium

Source: Data Processing (2025)

As presented in Table 7, the R-square value for Organizational Citizenship Behavior (OCB) is 0.491, indicating that 49.1% of the variation in OCB is explained by transformational leadership, mediated through job satisfaction. This represents a moderate level of explanatory power. The remaining 50.9% is likely influenced by other factors that were not examined in this study. Meanwhile, the R-square value for job satisfaction is 0.486, indicating that 48.6% of the variation in job satisfaction is explained by transformational

leadership, which is also classified as moderate. The remaining 51.4% is influenced by other factors not accounted for in the model.

4. F-Square

According to Hair et al. (2019) and Henseler et al. (2015), the interpretation of the F^2 effect size is as follows: 0.02 indicates a small effect, 0.15 indicates a medium effect, and 0.35 indicates a large effect (Yamin, 2021). The results of the F-square calculation are presented in Table 8 below.

Table 8. F-Square Value

	<i>Transformational Leadership</i>	<i>Job Satisfaction</i>	<i>Organizational Citizenship Behavior</i>	Interpretasi
Transformational Leadership		0.946		Besar
Job Satisfaction			0.966	Besar
Organizational Citizenship Behavior				

Source: Data Processing (2025)

Based on Table 8, the F-square value of transformational leadership on job satisfaction is 0.946, which falls into the *large* category. This indicates that transformational leadership has a strong effect on job satisfaction. Furthermore, the F-square value of job satisfaction on organizational citizenship behavior (OCB) is 0.966, also classified as large, suggesting that job satisfaction exerts a strong influence on OCB at the structural level.

5. Q-square redundancy (Q^2)

Q-square redundancy (Q^2) describes the extent to which the model demonstrates predictive relevance. When the Q^2 value is greater than 0, it indicates that the exogenous variable has predictive relevance for the endogenous construct (Yamin, 2021). The results of the Q^2 analysis are shown in Table 9 below.

Table 9. Q-Square Redundancy Values

	SSO	SSE	$Q^2 (=1 - \text{SSE}/\text{SSO})$
Transformational Leadership	1742.000	1742.000	
Job Satisfaction	1608.000	1160.406	0.278
<i>Organizational Citizenship Behavior</i>	3484.000	2587.845	0.257

Source: Data Processing (2025)

Based on Table 9, the Q-square redundancy value for organizational citizenship behavior (OCB) is 0.257 (> 0), indicating that the variables influencing OCB possess predictive relevance for this construct. This suggests that variations in OCB can be predicted by transformational leadership and job satisfaction. Similarly, the Q-square redundancy value for

job satisfaction is 0.278 (> 0), showing that the model also has predictive relevance. In other words, transformational leadership can predict job satisfaction.

Additional Analysis

This study conducted additional analysis to examine whether demographic characteristics, specifically age range, tenure, division, and child age, influence the level of *Organizational Citizenship Behavior* (OCB) among female civil servants in Organization “X” located in the Central Java and Yogyakarta regions. The statistical tests used included One-Way ANOVA and Independent Samples t-tests, with a significance threshold set at $\alpha = 0.05$.

1. Age Range

Although there were variations in average OCB scores across age groups, with the highest scores observed in the 46–50 age group and the lowest in the 56–60 age group, the results of the One-Way ANOVA ($F = 0.696$, $p = 0.653$) indicate that the differences were not statistically significant. Therefore, age does not seem to have a significant impact on OCB levels among respondents.

2. Length of Service

Respondents with less than 6 years of service recorded the highest average OCB scores ($M = 129.00$), while those with more than 10 years of service had the lowest ($M = 115.97$). Despite some variation in the data, the ANOVA results ($F = 2.263$, $p = 0.108$) indicated no statistically significant differences. This suggests that the length of service does not have a meaningful influence on employees’ levels of Organizational Citizenship Behavior (OCB).

3. Job Division

Average OCB scores were slightly higher in the administrative division ($M = 117.75$) compared to the technical division ($M = 115.28$). However, the results of the Independent Samples t-test ($t = -1.375$, $p = 0.171$) indicate that this difference is not statistically significant. Thus, job division does not have a significant influence on OCB levels.

4. Child’s Age

Participants with children aged 7–11 years exhibited the highest average OCB scores ($M = 118.44$), whereas those with children aged 0–2 years displayed the lowest ($M = 114.79$). However, the ANOVA results ($F = 0.417$, $p = 0.796$) indicated no statistically significant differences. Therefore, the age of children does not significantly impact OCB.

Discussion

The study's results, derived from data analysis by Smart-PLS version 3, indicate that job satisfaction effectively mediates the impact of transformational leadership on Organizational

Citizenship Behavior (OCB) among female civil servants in Central Java and Yogyakarta (GO-CJ-DIY). The indirect path coefficient is 0.489, with a p-value of 0.000 and a t-statistic of 8.252, signifying a highly significant and robust mediating effect. These results demonstrate that transformational leadership influences OCB indirectly, through the intermediary mechanism of job satisfaction. This means that when leaders demonstrate transformational characteristics such as idealized influence, inspirational motivation, individualized consideration, and intellectual stimulation, employees tend to feel more satisfied with their work, which subsequently encourages them to display extra-role behaviors such as OCB (Bass & Riggio, 2006; Podsakoff et al., 2000).

Compared to previous studies, the current outcomes show a partial departure from those of Kurniawan et al. (2022), Sarwadhama et al. (2021), and Subhaktiyasa et al. (2023), who all found a direct and significant link between transformational leadership and OCB. In contrast, this study highlights job satisfaction as a crucial psychological bridge—suggesting that leadership influences OCB not directly, but by first shaping how satisfied employees feel in their roles. Even so, these outcomes align with those of Winarto and Purba (2018), Permana and Netra (2020), and Wisnawa and Dewi (2020), who all highlight the important mediating role of job satisfaction. This supports the view that transformational leaders don't influence behavior in isolation. Rather, they shape emotionally uplifting experiences and foster supportive workplace conditions that enhance job satisfaction—ultimately encouraging employees to go above and beyond their formal responsibilities by engaging in voluntary, altruistic behavior (Judge et al., 2001; Organ, 1989).

Theoretically, these outcomes reinforce the Affective Events Theory proposed by Weiss and Cropanzoni, (1996), which states that emotions experienced in the workplace play a pivotal role in shaping how employees think and behave. Transformational leadership contributes to this dynamic by cultivating an inspiring and purposeful work environment that naturally evokes positive emotional states such as job satisfaction. Emotional responses play a mediating role in transforming leadership influence into observable behaviors such as OCB. This supports Organ (1989) view that OCB is shaped more by emotional and attitudinal factors than by official job duties or demographic characteristics. In the same context, the mediating role of job satisfaction echoes the perspective of Podsakoff et al. (2000) who argued that employees' perceptions and emotional experiences are key to understanding how leadership impacts discretionary workplace behavior.

Empirical studies also support this mediating relationship. Yuniasanti (2014) found that job satisfaction significantly influences OCB, including employees' willingness to assist colleagues and remain loyal to the organization. Djuraidei and Laily, (2020) emphasized that job satisfaction reflects employees' overall attitudes toward their work, which is positively affected by transformational leadership. Likewise, Maulidia and Laksmiwati (2022) concluded that higher job satisfaction leads to

stronger OCB, affirming the critical role of job satisfaction in enhancing discretionary behaviors among female employees. Yuniasanti and Setyawan (2018) further note that employees, particularly those in implementer roles, often face task changes and additional responsibilities outside their formal job descriptions, making OCB essential. In this study, the respondents were mostly female employees aged 29–33 with diploma-level education. To foster higher OCB among such employees, improving job satisfaction is crucial. Although most respondents had high OCB, some showed only moderate levels, and job satisfaction varied from high to low. These variations emphasize the importance of implementing strategic efforts to enhance job satisfaction as a pathway to increasing OCB.

To explore whether certain demographic factors might influence OCB, an additional analysis was carried out, examining variables such as age, length of service, organizational division, and the age of respondents' children. However, statistical tests utilizing t-tests and ANOVA revealed no significant effects, as none of these variables showed a meaningful impact on OCB, with all p-values exceeding the 0.05 threshold. Although there were slight variations in the data, such as a tendency for higher OCB among respondents aged 46–50 and those with over a decade of service, these differences did not reach statistical significance. These outcomes indicate that OCB is influenced less by personal or demographic traits and more by situational and organizational dynamics. This challenges traditional perspectives like Levinson's (1986) life-stage development theory and Piaget's (1952) cognitive development theory, both of which suggest that psychological maturity and life stages significantly influence behavior. Instead, the results lend greater support to frameworks proposed by Katz & Kahn (1978) and Podsakoff et al. (2000), which highlight the central role of leadership and contextual factors in fostering voluntary, extra-role behaviors among employees.

From a practical perspective, this study highlights the importance of strengthening transformational leadership within public sector organizations. To achieve this, leadership development programs should be designed to help managers inspire their teams, support individual growth, and cultivate a culture of innovation and creative thinking. Investing in these capabilities can lead to more engaged employees and a stronger organizational culture overall. These behaviors are shown to improve job satisfaction, which, in turn, leads to higher OCB. Efforts to strengthen OCB inside an organization should focus less on employees' demographic backgrounds and more on fostering a supportive culture and leadership climate. Creating an environment that promotes engagement, emotional well-being, and mutual respect is far more effective in encouraging employees to go the extra mile (Yukl et al., 2013); (Judge & Klinger, 2008).

This study has several limitations that should be taken into account when interpreting the findings. First, the research was conducted within a single regional government institution and specifically focused on married female civil servants. This context limits the generalizability of the

results, as the findings may not necessarily apply to other groups, such as male civil servants, private sector employees, or civil servants in other regions with different organizational characteristics. Therefore, future research is recommended to include respondents from more diverse backgrounds to enhance representativeness (Sekaran & Bougie, 2016).

Second, the study employed a cross-sectional design, in which data were collected at a single point in time. Such a design does not allow researchers to examine how *Organizational Citizenship Behavior* (OCB) develops dynamically over time. Consequently, the study can only explain associative relationships among variables, rather than strong causal linkages. A longitudinal approach in future studies would be more suitable to gain a deeper understanding of long-term behavioral patterns (Creswell & Creswell, 2017).

Third, this study examined job satisfaction as the single mediating variable and found that it accounted for 49.1% of the relationship between transformational leadership and OCB. However, previous research has highlighted the significance of other potential mediators, such as organizational commitment, trust in leadership, psychological safety, and perceived organizational support. These factors were not included in the current model, despite their recognized importance in explaining extra-role behavior among employees (Organ et al., 2005; Cetin et al., 2015)

Fourth, the study did not consider the influence of working hours and dual role demands, which are highly relevant in the context of married female civil servants. Previous research has shown that workload and work-family conflict may affect both job satisfaction and extra-role behaviors such as OCB (Greenhaus & Powell, 2006). Therefore, future studies should include these variables to provide a more comprehensive analysis.

Fifth, the analytical method applied in this study, namely Partial Least Squares-Structural Equation Modeling (PLS-SEM), is known to be sensitive to sample size. Although PLS-SEM allows for analysis with relatively small samples, studies with larger sample sizes would yield more stable parameter estimates and strengthen the external validity of the findings (Hair et al., 2019).

CONCLUSIONS

Based on the results of this study, it can be concluded that transformational leadership indirectly influences Organizational Citizenship Behavior (OCB) among female civil servants in GO-CJ-DIY, with job satisfaction serving as the mediator. This research demonstrates that OCB among female civil servants can be enhanced through increased job satisfaction, which is influenced by transformational leadership. The higher transformational leadership is applied within an organization, the greater its contribution to the job satisfaction of female civil servants. In turn, strengthens

Organizational Citizenship Behavior (OCB), encouraging employees to show greater commitment and contribute beyond their formal job expectations.

It is recommended that future research expand the scope of respondents by including civil servants from different regions or other sectors to improve the generalizability of findings. Researchers are also encouraged to apply longitudinal research designs to capture behavioral changes over time and establish stronger causal relationships between transformational leadership, job satisfaction, and OCB. Additionally, future studies may consider incorporating other mediating or moderating variables, such as organizational commitment, trust in leadership, psychological safety, or work-family balance factors, to provide a more comprehensive understanding of how OCB develops among employees.

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Appendix 1

Outer Loading Variables				
Variable	Aitem	Outer Loadings	Kategori	Description
<i>Organizational Citizenship Behavior</i>	AL1	0.760	>0.7	Valid
	AL2	0.736	>0.7	Valid
	AL3	0.729	>0.7	Valid
	AL4	0.733	>0.7	Valid
	AL5	0.749	>0.7	Valid
	CS1	0.705	>0.7	Valid
	CS2	0.732	>0.7	Valid
	CS3	0.731	>0.7	Valid
	CS4	0.765	>0.7	Valid
	CS5	0.714	>0.7	Valid
	SP1	0.746	>0.7	Valid
	SP2	0.715	>0.7	Valid
	SP3	0.769	>0.7	Valid
	SP4	0.775	>0.7	Valid
	SP5	0.702	>0.7	Valid
	SP6	0.739	>0.7	Valid
	CR1	0.712	>0.7	Valid
	CR2	0.756	>0.7	Valid
	CR3	0.712	>0.7	Valid
	CR4	0.744	>0.7	Valid
	CR5	0.716	>0.7	Valid
	CV1	0.732	>0.7	Valid
	CV2	0.802	>0.7	Valid
	CV3	0.772	>0.7	Valid
	CV4	0.810	>0.7	Valid
	CV5	0.724	>0.7	Valid
Transformational Leadership	IDL1	0.871	>0.7	Valid
	IDL2	0.765	>0.7	Valid
	IDL3	0.820	>0.7	Valid
	IDL4	0.895	>0.7	Valid
	INDIV1	0.804	>0.7	Valid
	INDIV2	0.878	>0.7	Valid
	INSP1	0.910	>0.7	Valid
	INSP2	0.888	>0.7	Valid
	INSP3	0.892	>0.7	Valid
	INSP4	0.881	>0.7	Valid

Variable	Aitem	Outer Loadings	Kategori	Description
Job Satisfaction	INTL1	0.833	>0.7	Valid
	INTL2	0.793	>0.7	Valid
	INTL3	0.867	>0.7	Valid
	PY1	0.837	>0.7	Valid
	PY2	0.718	>0.7	Valid
	JB1	0.801	>0.7	Valid
	JB2	0.758	>0.7	Valid
	JB3	0.725	>0.7	Valid
	PMOPR1	0.781	>0.7	Valid
	PMOPR2	0.813	>0.7	Valid
	CRW1	0.733	>0.7	Valid
	CRW2	0.821	>0.7	Valid
	CRW3	0.756	>0.7	Valid
	SPV1	0.806	>0.7	Valid
	SPV2	0.779	>0.7	Valid

Source: Data Processing (2025)

Appendix 2

Cross Loading of Variable Indicators

Aitem	Organizational Citizenship Behavior	Transformational Leadership	Job Satisfaction	Description
AL1	0.760	0.433	0.454	Valid
AL2	0.736	0.326	0.410	Valid
AL3	0.729	0.309	0.511	Valid
AL4	0.733	0.316	0.559	Valid
AL5	0.749	0.402	0.484	Valid
CS1	0.705	0.361	0.562	Valid
CS2	0.732	0.323	0.478	Valid
CS3	0.731	0.386	0.426	Valid
CS4	0.765	0.540	0.577	Valid
CS5	0.714	0.393	0.494	Valid
SP1	0.746	0.491	0.604	Valid
SP2	0.715	0.291	0.539	Valid
SP3	0.769	0.509	0.591	Valid
SP4	0.775	0.428	0.599	Valid
SP5	0.702	0.325	0.409	Valid
SP6	0.739	0.403	0.523	Valid
CR1	0.712	0.296	0.481	Valid
CR2	0.756	0.337	0.496	Valid
CR3	0.712	0.337	0.447	Valid

Aitem	Organizational Citizenship Behavior	Transformational Leadership	Job Satisfaction	Description
CR4	0.744	0.337	0.437	Valid
CR5	0.716	0.262	0.379	Valid
CV1	0.732	0.501	0.616	Valid
CV2	0.802	0.371	0.548	Valid
CV3	0.772	0.416	0.585	Valid
CV4	0.810	0.390	0.540	Valid
CV5	0.724	0.383	0.564	Valid
IDL1	0.465	0.871	0.590	Valid
IDL2	0.482	0.765	0.523	Valid
IDL3	0.532	0.820	0.584	Valid
IDL4	0.458	0.895	0.634	Valid
INDIV1	0.366	0.804	0.554	Valid
INDIV2	0.408	0.878	0.656	Valid
INSP1	0.454	0.910	0.624	Valid
INSP2	0.455	0.888	0.620	Valid
INSP3	0.484	0.892	0.650	Valid
INSP4	0.358	0.881	0.555	Valid
INTL1	0.474	0.833	0.611	Valid
INTL2	0.392	0.793	0.523	Valid
INTL3	0.434	0.867	0.596	Valid
PY1	0.630	0.558	0.837	Valid
PY2	0.494	0.484	0.718	Valid
JB1	0.526	0.531	0.801	Valid
JB2	0.522	0.424	0.758	Valid
JB3	0.589	0.349	0.725	Valid
PMOPR1	0.560	0.406	0.781	Valid
PMOPR2	0.611	0.585	0.813	Valid
CRW1	0.504	0.395	0.733	Valid
CRW2	0.627	0.629	0.821	Valid
CRW3	0.512	0.450	0.756	Valid
SPV1	0.494	0.781	0.806	Valid
SPV2	0.479	0.756	0.779	Valid