

# The Effect of Leadership, Motivation, Organizational Commitment, and Job Insecurity on Organizational Citizenship Behavior Through Job Satisfaction Mediation

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## ABSTRACT

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Behavior Citizenship Organizational is an element crucial in increasing effectiveness as well as performance organization. Various factor affects OCB, among other things leadership, motivation, commitment to organization, and level of insecurity work. Effective leadership capable create environment supportive work, producing motivation, and add commitment employees in the organization. On the other hand, insecurity Work can lower satisfaction and influence behavior employees. Purpose study This is to be able to explore impact from leadership, motivation, commitment organizational, as well as insecurity Work towards OCB with consider satisfaction Work as variable mediation. Research data consists of from quantitative and qualitative data, which was collected through questionnaire open and closed. Data analysis was carried out with three stages, namely analysis statistics descriptive, analysis statistics inferential, as well as model evaluation includes measures of fit, measurement model (outer measurement model), structural model (inner model), and testing hypothesis. Research results obtained If leadership transformational, motivational work, and commitment organizational impact positive as well as significant on satisfaction Work as well as behavior citizenship organizational. While that, insecurity Work impact negative on satisfaction work, but No in a way direct affect OCB. In addition, satisfaction Work functioning as a partial mediator in connection between leadership transformational and OCB, which indicates that good leadership Can trigger improvement satisfaction Work as well as push behavior positive in organization.

**Keywords:** Leadership, Motivation, Commitment Organizational, Insecurity Work, Behavior Citizenship Organizational, Satisfaction Work

## INTRODUCTION

The Oberoi Beach Resort Bali is a five-star resort located along the coast of Seminyak, Bali. The hotel offers luxurious accommodation in traditional Balinese architecture, surrounded by 15 hectares of tropical gardens. The hotel features an *outdoor swimming pool*. Door, spa, restaurant, bar and traditional dance performance venue. Human resources at *The Oberoi Beach Resort Bali* are closely monitored in the performance of its employees, both individually and as a group.

There are several problems that often occur in a company, namely due to low organizational citizenship behavior. In the Company, such is a lack of prioritizing the desire to help coworkers, such as when friends are absent, and employees who still prioritize their interests. This kind of thing is caused by one of them because of their own lack of motivation. Some employees cannot tolerate their coworkers, and some employees have no desire to maintain the company. Low policies on resolving a problem and low responsibility towards the company, so that the surrounding conditions are not good. Lack of employee concern for activities outside of work and lack of careful supervision of employees causes high absenteeism rates. Employees often do not come to work, which makes the service less good.

This obstacle is also often found in the implementation at *The Oberoi Beach Resort Bali*. The results of interviews conducted with several employees at *The Oberoi Beach Resort Bali* they said that they expect employees who can

contribute more than what they have to achieve company goals more efficiently. However, some employees focus on their personal interests and do not comply with policies, resulting in complaints from customers.

An absence of employees *The Oberoi Beach Resort Bali* in November 2024 showed a high number. Researchers use absenteeism as a problem that causes poor employee compliance with the Company, resulting in low organizational citizenship behavior. The high level of employee absenteeism that occurs can be caused by illness, religious ceremonies and permission. According to Safitri (2021), The presentation of absenteeism ranges from 2 to 10 percent, so it is stated as high. In addition, many employees are still reluctant to work overtime, which should complete the work faster. As one of the dimensions that must be obtained from organizational citizenship behavior, namely *conscientiousness*, doing things that benefit the organization, such as following the specified rules, involving punctuality, compliance with company regulations, regulations, and procedures in the organization, sincerely, even though no one is supervising (Ahdiyana, 2019) .

In contrast to other hotels in Bali, such as *the Melia Bali Hotel*, whose average absence rate is 1.7% (Juniari, 2023) And *the Bali Niksoma Hotel, Boutique Beach Resort* which has an average employee absence rate of 0.3% (Paparang, 2020) . This shows that employee work discipline at *the Melia Bali Hotel* and *Bali Niksoma Hotel Boutique Beach Resort* Can be categorized as very good.

Employees who demonstrate organizational citizenship behavior tend to contribute positively to the workplace. The implementation of OCB can improve organizational performance and efficiency, while building a more harmonious work environment. (Rostiawati, 2020) .

Organizational citizenship behavior is the actions of individuals in organizations that emphasize wise attitudes and with not immediately get recognition with the formal reward system, but still contribute to organizational effectiveness. (Fauzia, 2023) . Organizational citizenship behavior doing things as they please for the benefit of the organization; this is good social behavior and provides added value to employees and the organization. If the behavior is already possessed by employees, then there should be a feeling of satisfaction in themselves to work, and the Company's performance will increase. A successful organization requires employees who not only carry out their main tasks, but are also willing to contribute more by devoting their abilities to the progress of the company. (Rostiawati, 2020) .

Transformational leadership is a factor that greatly influences organizational citizenship behavior. Transformational leaders can inspire their followers to be more tend to be more concerned with common interests than personal interests. They have a profound and significant influence on their followers. This type of leader is more effective because it encourages creativity and innovation and motivates followers to contribute to creating creative solutions (Robbins, 2020). Transformational leadership builds a close relationship between leaders and followers, with those who follow share a sense of trust, admiration, loyalty, and respect for their leaders. They also felt moved to exceed the expectations that have been set. A good leader wants sustainable growth for the organization he leads and sustainable development for its members. They strive to support the organization to be able to to achieve the set goals, by encouraging its members in contribute more than expected (Sunnyoto, 2019) . In a study conducted by Ratag (2023), it was found that when an organization is led by applying the principles of transformational leadership, organizational citizenship behavior (OCB) can be positively influenced.

One of the important elements in organizational management is motivation. Every member of the organization needs to have high motivation so that the goals of the organization can be achieved. Achieved efficiently and effectively. The level of motivation of a person in an organization has a major influence on their behavior, both in working, studying, and in everyday life. (Baharuddin, 2022) .

If the company pays more attention to work motivation, employees will be more motivated to complete their work. When opportunities are given to employees, they will be motivated to do more and better. They will realize that only by doing a good job can they get large income to meet their living needs. The need for affiliation will be the motivation that will drive him to work and develop and he will utilize all the strengths he has to complete his responsibilities. (Octaviani, 2023) . If employees are given the opportunity in work related to their desire as well as their strength, they are always more interested in implementation with as much as. They will feel valued for their differences and respected for their feelings and interests (Robbins, 2020) .

The way a person identifies with an organization and its goals. Good commitment can help achieve results more work good too. Although Thus, work hard is needed as one of the aspects of employee performance (Kaswan, 2018) . Employee performance can done improvement with a high level of commitment to agencies or companies. (Lana, 2022) . Managers who have working hours with good commitment, always help employees to be more active at work, please help as well can work in together well. Organizational commitment reflects the level of identification and attachment of an individual to the organization and its goals. In order to obtain increasing employee commitment, managers are required to happen also increases the level of job satisfaction. (Maesaroh, 2022) .

But on the other hand, job insecurity also has an influence on organizational citizenship behavior. Job insecurity can be explained as the perception or belief that employees have about the security of their current jobs. And at the time future that can include threats or uncertainty (Wardani, 2021) . Job insecurity has become a familiar concern for employees and is often felt early in their careers. However, the impact of job insecurity can vary depending on how individuals cope with the situation. Continued worry about losing a job can result in decreased morale, loyalty, trust, and productivity. (Made, 2023) .

Positive feelings towards work are obtained from evaluating its quality, called job satisfaction. Interesting work that requires control, training, variety and independence will provide satisfaction to workers (Robbins, 2020) . Job satisfaction is an important component in determining the level of employee well-being and satisfaction with their work. This includes positive evaluations of their work environment, interactions with coworkers and the fit between personal goals and assigned job tasks. Job satisfaction is defined as an effective and affective feeling towards various aspects of one's work. In general, organizational citizenship behavior occurs when employees feel satisfied working for an organization. Satisfied employees have the opportunity to talk positively about agencies that help others and carry out work with exceeding expectations.

The results of previous research show *a research gap*, such as the research results of Fauzan (2023) , Yoanita (2023) , Lee (2024) and Fadlilah (2024) Which explain if transformational leadership style is positively correlated with organizational citizenship activities, while Anam (2021) and Maesaroh (2022) stated that Transformational leadership has no impact which is significant with organizational citizenship behavior. Research by Charli (2022) and Mahzum (2023) Explain if work motivation has an effect on organizational citizenship behavior, while Kurnianto (2022) and Wulandari (2023) show that work motivation has an effect influence on organizational citizenship behavior.

Research by Lam (2015) , Rahmawati (2022) , Bahriah (2023) and Larasati (2023) Stated that job insecurity has a positive impact on organizational citizenship behavior, while research by Udayani (2018) and (Soelton, 2021) Did not prove the influence of job insecurity on organizational citizenship behavior. The results of research by Putri (2019) , Vu (2024) and Maziati (2024) The relationship between job satisfaction variables and organizational citizenship behavior is stated that there is a strong and positive or unidirectional relationship, while Kurnianto (2022) , Tumbol (2022) , Nurfitriyana (2023) and Riska (2024) stated that job satisfaction has a direct influence on organizational citizenship behavior.

By considering the background and *research gaps* in previous studies, researchers are interested in investigating the impact of transformational leadership, work motivation, organizational commitment and job insecurity on organizational citizenship behavior. This study also has the aim is to clarify the role of job satisfaction as a mediator in the relationship between transformational leadership and organizational citizenship behavior.

## METHOD

The type of data used in this research was quantitative and qualitative data. Data collection with the use of open and closed questionnaire methods. Its location done at *The Oberoi Beach Resort Bali* was located on Jalan Kayu Aya, Seminyak Beach, North Kuta, Badung, Bali. The reason researchers conducted research at *The Oberoi Beach Resort Bali* is a five- star hotel that provides the best service in Bali, including the *Best Hotel Brand in the World at Travel + Leisure. World's Best Awards, 2022*, a hotel committed to advancing the economy in Bali, found problems related to organizational citizenship behavior.

Its population are employees who work at *The Oberoi Beach Resort Bali* which is spread across the work area in the section: *Duty engineer* totaling 15 people, *Spa therapist* totaling 9 people, *housekeeping* totaling 55 people, *Security* totaling 9 people, *Food – beverage service* totaling 56 people, *Kitchen* totaling 52 people and *Front Office* totaling 37

people. The population in this study was 233 employees. The sample selected in this study used a non-probability *sampling method*. as many as 147 employees. During the research, the researcher distributed questionnaires to each field with a total of 233 respondents. The data that has been There is furthermore analyzed through three stages namely analysis statistics descriptive, analysis statistics inferential, model evaluation or *measures of fit*, evaluation of measurement models or *outer measurement model*, structural model evaluation or *inner model* as well as testing hypotheses.

## RESULTS AND DISCUSSION

### Results

#### Hypothesis Testing

In this study, hypothesis testing was carried out using *alpha values*. Of 5% with the required t-statistic exceeding the t-table score of 1.96 for *one-tailed hypothesis testing*. The results of the hypothesis test can be explained as follows:

**Table 1. Hypothesis Results**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Transformational Leadership -> Job Satisfaction	0.643	0.636	0.079	8.100	0.000
Transformational Leadership -> Organizational Citizenship Behavior	1,013	1,004	0.063	16,019	0.000
Job Satisfaction -> Organizational Citizenship Behavior	0.631	0.636	0.065	9,640	0.000
Work Motivation -> Job Satisfaction	0.301	0.303	0.073	4.107	0.000
Work Motivation -> Organizational Citizenship Behavior	0.226	0.221	0.070	3.238	0.001
Organizational Commitment -> Job Satisfaction	0.029	0.029	0.046	2,632	0.002
Organizational Commitment -> Organizational Citizenship Behavior	0.154	0.153	0.044	3,527	0.000
Insecurity -> Job Satisfaction	-0.003	0.001	0.037	2,084	0.033
Insecurity -> Organizational Citizenship Behavior	0.014	0.021	0.045	0.319	0.750
<i>t- table</i>			1.96		

Source: Processed Primary Data, 2025

The test results in Table 1 above show a direct influence from the research variables which can be explained as follows:

1. Transformational leadership style has a significant relationship to employee job satisfaction, namely good value, which is shown by 0.643, which means that increasing the implementation of transformational leadership can contribute to increasing employee job satisfaction with a significant *t- test value*. namely, the t-statistic of 8.100 is greater

than the *t*-table of 1.96 and have *p*-values of  $0.000 < 0.050$ , which means that transformational leadership style has a positive and significant impact on employee job satisfaction, which ultimately accepts the first hypothesis (H1).

2. Transformational leadership style on organizational citizenship behavior, which is worth 1.013, which means an increase in transformational leadership style. will happen increasing organizational citizenship behavior with a significant *t*-test value namely the *t*-statistic of 16.019 is greater than the *t*-table of 1.96 and has a *p*-value of  $0.000 < 0.050$  which means transformational leadership style has a positive and significant impact on organizational citizenship behavior so that the second hypothesis (H2) is accepted.

3. The impact of work motivation on employee job satisfaction is positive with a path coefficient value of value 0.301 which means increasing work motivation will have an impact on employee job satisfaction with a significant *t*-test value namely the *t*-statistic of 4.107 is greater than the *t*-table of 1.96 and has a *p*-value of  $0.000 < 0.050$ , which means that work motivation has a positive and significant impact on employee job satisfaction, ultimately the third hypothesis (H3) is accepted.

4. The influence of work motivation *t* on organizational citizenship behavior has a positive value of 0.226, which means that increasing work motivation will increase organizational citizenship behavior with a significant *t*-test value. namely, the *t*-statistic of 3.238 is greater than the *t*-table of 1.96 and has *p*-values  $0.001 < 0.050$ , which means that work motivation has a positive and significant impact on organizational citizenship behavior, so that the fourth hypothesis (H4) is accepted.

5. The influence of organizational commitment on employee job satisfaction is a positive value of 0.029, which means that increasing organizational commitment is able to... influence increasing employee job satisfaction with *t*-test significance value namely the *t*-statistic of 2.632 is greater than the *t*-table of 1.96 and have *p*-values  $0.002 < 0.050$  which means that organizational commitment has an impact Good and significant on employee job satisfaction so that the fifth hypothesis (H5) is accepted.

6. The influence of organizational commitment on organizational citizenship behavior has a positive value of 0.154, which means that increasing organizational commitment will increase organizational citizenship behavior with a significant *t*-test value. Namely, the *t*-statistic of 3.527 is greater than the *t*-table of 1.96 and has a *p*-value of  $0.000 < 0.050$  which means that organizational commitment has positive influence and significant on organizational citizenship behavior so that the sixth hypothesis (H6) is accepted.

7. The effect of job insecurity on employee job satisfaction is positive with a path coefficient value of -0.003, which means that a decrease in job insecurity will increase employee job satisfaction with a significant *t*-test value. namely the *t*-statistic of 2.084 is greater than the *t*-table of 1.96 and have *p*-value of  $0.033 < 0.050$ , which means that job insecurity has a negative and significant impact on employee job satisfaction, so the seventh hypothesis (H7) is accepted.

8. The effect of job insecurity on organizational citizenship behavior has a positive value of 0.014, but the significance value of the *t*-test namely the *t*-statistic of 0.319 is smaller than the *t*-table of 1.96 and has a *p*-value of  $0.750 > 0.050$ , which means that job insecurity does not affect organizational citizenship behavior, so the eighth hypothesis (H8) is rejected.

9. The influence of job satisfaction on organizational citizenship behavior has a positive value of 0.631, which means that increasing organizational commitment will increase organizational citizenship behavior with a significant *t*-test value. namely the *t*-statistic of 9.640 is greater than the *t*-table of 1.96 and have *p*-values  $0.000 < 0.050$  which means that organizational commitment has positive and significant influence on organizational citizenship behavior so that the ninth hypothesis (H9) is accepted.

### **Mediation Testing**

Mediation testing is also done by comparing *p*-value with alpha (5%). The results of the mediation test can be explained as follows:



Table 2. Mediation Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Transformational leadership style -> Job Satisfaction	0.643	0.636	0.079	8.100	0.000
Transformational leadership style -> organizational citizenship behavior	1,013	1,004	0.063	16,019	0.000
Job satisfaction -> organizational citizenship behavior	0.631	0.636	0.065	9,640	0.000
Indirect effect	0.651				
Direct effect	0.906				
Total	1,557				
VAF	0.418 (41.8%)				

Source: Processed Primary Data, 2025

The test results in Table 2 above show that job satisfaction is partial mediating variable of the influence of transformational leadership style in organizational citizenship behavior, namely the *variance value accounted for (VAF)* of 41.8%, falls within the range of  $20\% < VAF < 80\%$ , which means that job satisfaction is a partial mediating variable of the influence of transformational leadership style. on organizational citizenship behavior so that the tenth hypothesis (10) is accepted.

## DISCUSSION

### Transformational Leadership Style on Job Satisfaction

Research result obtained if the leadership style is transformational impact Good and significant on job satisfaction. So that if the application of transformational leadership is more effective, it is able to increase employee job satisfaction. This result is in line with the research of Putra (2024) and Hidayat (2024), which emphasized that transformational leadership contributes to increasing employee job satisfaction, which improves employee performance.

Transformational leadership is a value, belief and need that involves all efforts of change as a reaction to new changes. Transformational leadership style is felt very well, there is a discussion between employees and leaders to find the best way when there is a problem, there is a sense of concern and provides encouragement for all employees. Leaders also make monthly reports that are always *on time* and send all completed data on time. Leaders also assign tasks to employees according to their divisions. All of these things increase employee job satisfaction.

Bagaimana Pemimpin Saudara peduli terhadap masalah yang saudara hadapi?  
 Dengan mendiskusikannya untuk mencari jalan yang terbaik  
 Employee survey  
 Pastinya sangat peduli.  
 Klarifikasi problem yg ada dan bersama mencari jalan keluar  
 Hari ini kelihatan anda kurang semangat bekerja apa yang bisa saya bantu  
 Membantu mengatasinya  
 Dapat berkomunikasi dengan baik seperti teman  
 Beliau selalu turun tangan terhadap masalah yang terjadi di tempat kerja kecil ataupun besar

Figure 1. Results of the Open Questionnaire Description

### Transformational Leadership Style on Organizational Citizenship Behavior

The test results were obtained if transformational leadership style has an impact positive and significant on organizational citizenship behavior. So that means that with enhance transformational leadership style will also improve organizational citizenship behavior.

This is in line with Fauzan, Yoanita and Fadlilah in 2023 and Lee (2024) who found that organizational citizenship behavior benefits from transformational leadership. By considering each dimension of transformational leadership, namely ideal incentives, inspirational motivation, intellectual encouragement and individual consideration, an increase in transformational leadership can be achieved.

Transformational leaders create a clear vision and collective values that make employees feel part of a larger purpose. This improves *organizational identification*, so that employees are more willing to do more than their jobs to support the success of the organization. Transformational leadership style is very much felt, employees feel appreciated in the workplace and tend to take the initiative in doing something in the workplace, such as helping colleagues without being asked.

### The Influence of Work Motivation on Job Satisfaction

The results of the study were obtained if work motivation has a positive and significant impact on job satisfaction. So that the increasing work motivation of employees causes increasing employee job satisfaction. In line with the results of Saputra (2020) and Sembiring (2021) , work motivation has a positive impact on job satisfaction.

Work motivation is a key element to organizational management that functions as a driver of work enthusiasm. Strong motivation in employees contributes to high achievement and optimal performance, which in turn supports the effective and efficient achievement of organizational goals. Respondents also feel motivated at work because they feel proud if they are chosen as leaders in carrying out tasks, there is excellent cooperation between colleagues and the provision of social security such as health costs, work safety and old age benefits that will increase their job satisfaction.

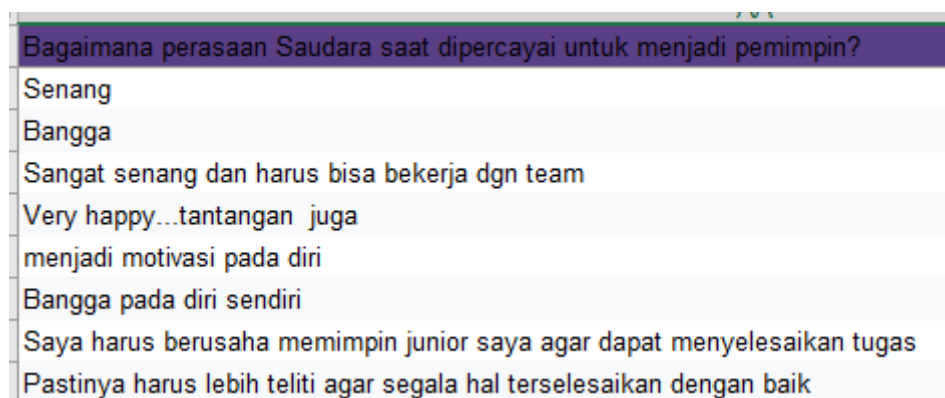


Figure 2. Results of the Open Questionnaire Description

### The Influence of Work Motivation on Organizational Citizenship Behavior

Based on the results obtained, work motivation has an impact Good as well as significant on organizational citizenship behavior. So that concluded If with increased work motivation leads to increased organizational citizenship behavior.

This research is in line with research conducted by Charli (2022) and Mahzum (2023) that work motivation variables have a significant impact on organizational citizenship behavior. By having the desire to receive rewards and feeling trusted, employees will be motivated and feel appreciated and will do work beyond what they should do.

### The Influence of Organizational Commitment on Job Satisfaction

Based on the test results obtained if organizational commitment has an impact positive and significant on job satisfaction. This indicates that the high increase in organizational commitment makes increasing employee job satisfaction.

This research is supported Arijanto (2021) found that organizational commitment has positive and significant influence on job satisfaction. Organizational commitment is the psychological attachment of employees to the organization, which includes emotional attachment (affective), awareness of the risk of leaving the organization (continuity) and a sense of moral obligation to remain (normative).

Kenapa Saudara senang menghabiskan sisa karier dengan organisasi sekarang
Lingkungan bersahabat
Sudah klop dengan perusahaan
Krn saya sudah merasa nyaman
Karena pride bgt
Kerja serasa saudara
Karena organisasi ini yg membuat saya tumbuh
Karena sudah terasa seperti keluarga
Tempat kerja sekarang is the best
Ramah

Figure 3. Results of the Open Questionnaire Description

### The Influence of Organizational Commitment on Organizational Citizenship Behavior

Based on the test results obtained if organizational commitment has an impact Good and significant on organizational citizenship behavior. This indicates that increasing organizational commitment thereby increasing organizational citizenship behavior.

This research is in line with Sunaryono (2022) , Thanavisuth (2022) , Ardiyanto (2023) , Nuryani (2024) and Ramanda (2024) , namely that organizational commitment has an impact both on employee organizational citizenship behavior. Organizational commitment creates a sense of togetherness. Employees who feel "as family" tend to support each other (*altruism*) and collaborate (*courtesy*). Employees will be committed to the organization if there is a result of the exchange that occurs and will be willing to help colleagues to complete organizational tasks.

### The Impact of Job Insecurity on Job Satisfaction

Based on the test results obtained If Job insecurity has a negative and significant impact on job satisfaction. This indicates that the lower the job insecurity, the higher the employee job satisfaction.

This study is in line with Yuliansyah, (2023) and Adrian, (2022) namely that fairness in employee job security will have an impact on their job satisfaction. Hotel employees who experience job insecurity reported a 22% decrease in job satisfaction ( $p < 0.01$ ) due to contract instability and additional workload.

insecurity significantly reduces job satisfaction through psychological (stress, anxiety) and social (perceived organizational support) mechanisms. Insecure employees tend to reduce extra contributions (initiative or loyalty) because the reciprocal relationship with the organization is disrupted. This imbalance worsens job satisfaction. Employees worry about not being able to meet their needs and are afraid to start over in a new environment if they lose their jobs.



Berikan contoh kekhawatiran Saudara saat kehilangan pekerjaan?
Pemutusan kontrak
Tidak bisa memenuhi kebutuhan pokok
Pastinya tidak bisa mencukupi kebutuhan keluarga
Takut tidak bisa memenuhi kebutuhan hidup
Tidak bisa menyekolahkan anak
Sulit mencari pekerjaan yg pas
Adanya tanggungan yang harus selalu dipenuhi
Kawatir takut memulai yang baru
Kelaparan
Takut masuk lingkungan baru

Figure 4. Results of the Open Questionnaire Description

### The Impact of Job Insecurity on Organizational Citizenship Behavior

Based on the test results, it was found that job insecurity does not affect organizational citizenship behavior. This indicates that lower or higher job insecurity will not affect organizational citizenship behavior.

This study is in line with Priyadi, (2020) namely that job insecurity does not affect organizational citizenship behavior. Employees feel insecure in their jobs, this does not directly affect their organizational citizenship behavior. Factors that have a greater impact on organizational citizenship behavior are job satisfaction and organizational commitment.

Employees with high psychological capital (optimism, resilience, hope), tend to be less affected by job insecurity in terms of organizational citizenship behavior. They are able to manage stress and remain proactive in contributing even in the face of uncertainty.

### The Influence of Job Satisfaction on Organizational Citizenship Behavior

Based on the test results obtained if job satisfaction has an impact Good and significant on organizational citizenship behavior. This indicates that the increasing job satisfaction will increase organizational citizenship behavior.

This study is in line with the research of Putri (2019) , Vu (2024) and Maziati (2024) which states that there is a significant and positive relationship between organizational citizenship behavior (OCB) and job satisfaction. Satisfied employees tend to talk positively about the organization, help coworkers, and work beyond expectations. This may happen because they want to reciprocate the positive experiences, they feel in the work environment.

Organizational citizenship behavior as discretionary behavior that supports the social and psychological environment in which tasks are performed and includes behaviors such as helping coworkers do extra work outside of formal job descriptions, advocating for the organization.

Bagaimana cara rekan kerja Saudara membantu anggota tim lain?
Team work
Pelatihan bersama
Dengan mengatur tugas yg kita berikan
Bekerja sama
Membantu pekerjaam ug terpending
Saling membantu mengerjakan pekerjaan bersama-sama agar selesai tepat waktu
Dengan komunikasi yang baik karena area yang luas kita harus selalu melakukan komunikasi
Memfollow up pekerjaan kita yang masih tertunda
Membantu membersihkan kamar bersama

Figure 5. Results of the Open Questionnaire Description

## The Role of Job Satisfaction in Mediating the Relationship between Transformational Leadership and Organizational Citizenship Behavior

Based on the test results, it was found that job satisfaction is a partial mediating variable of the impact of transformational leadership on organizational citizenship behavior.

This research is in line with the research of Rusdiyanto (2015) and Naimah (2022) explain If employee job satisfaction has role as a mediator in the relationship between transformational leadership and organizational citizenship behavior. The more effective the transformational leadership style, the higher the level of employee job satisfaction, which ultimately encourages increased organizational citizenship behavior.

Transformational leadership style capable the occurrence increases in employee job satisfaction by creating a supportive, inspiring and acknowledging environment. This job satisfaction, in turn, encourages employees to go beyond their formal duties and engage in organizational citizenship behavior. However, since job satisfaction only partially mediates this effect, there is also a direct effect of transformational leadership style on organizational citizenship behavior. Thus, in an effort to increase organizational citizenship behavior, organizations need to optimize both pathways: directly through an inspirational leadership style and indirectly through increased job satisfaction.

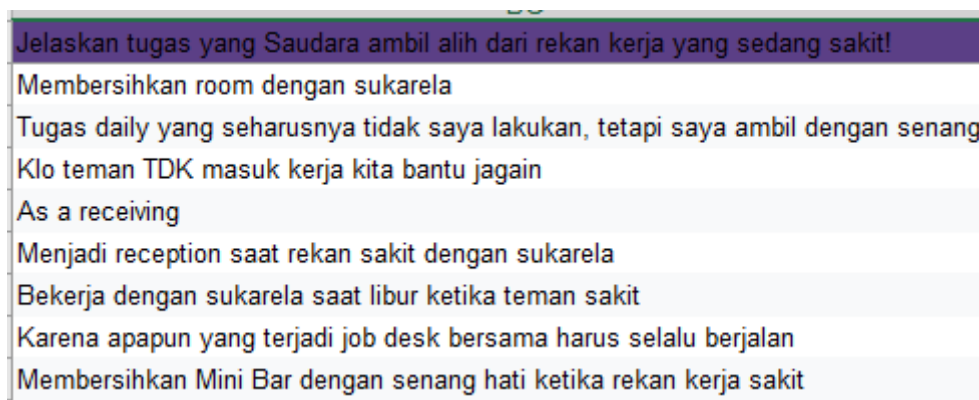


Figure 6. Results of the Open Questionnaire Description

## CONCLUSION

Based on the research results and discussion, the following conclusions can be drawn:

1. The relationship between the variables in this study showed significant results. Transformational leadership style has a positive and significant effect on job satisfaction and organizational citizenship behavior. Work motivation also has a positive and significant relationship with job satisfaction and organizational citizenship behavior. In addition, organizational commitment shows a positive and significant effect on job satisfaction and organizational citizenship behavior. Conversely, job insecurity has a negative and significant impact on job satisfaction, but does not affect organizational citizenship behavior. Meanwhile, job satisfaction is proven to have a positive and significant relationship with organizational citizenship behavior, indicating that satisfied employees are more likely to exhibit positive behavior in the organization.

2. Job satisfaction can be a partial mediating variable of the Relationship between transformational leadership style and organizational citizenship behavior. The findings obtained identified that increased job satisfaction due to transformational leadership encourages employees to behave in a citizenship manner, but there are also other factors that make employees behave in an organizational citizenship manner directly.

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