

EXAMINING THE MEDIATING ROLE OF JOB SATISFACTION IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE, TRANSFORMATIONAL LEADERSHIP, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Article history: received 09 August 2023; revised 19 September 2023; accepted 29 October 2023

DOI: <https://doi.org/10.33751/jssah.v3i3.9946>

Abstract. This study aims to examine the influence of organizational culture and transformational leadership on organizational citizenship behavior (OCB), with job satisfaction serving as a mediating variable. The study was conducted to understand how leadership style and workplace culture contribute to employee voluntary behaviors that support organizational effectiveness within the public sector. Using a quantitative explanatory design, data were collected from 120 civil servants working at the Regional Secretariat of Bogor Regency through a structured questionnaire. The research employed Structural Equation Modeling (SEM) using AMOS to analyze both direct and indirect relationships among variables. The results demonstrate that both organizational culture and transformational leadership have significant positive effects on job satisfaction and OCB. Moreover, job satisfaction was found to partially mediate the relationship between transformational leadership and OCB, indicating that leaders who inspire, motivate, and empower their employees enhance satisfaction, which in turn strengthens employees' willingness to perform beyond formal job requirements. Similarly, a strong, adaptive organizational culture fosters a sense of belonging and shared responsibility, thereby improving extra-role behaviors. These findings underscore the importance of leadership transformation and cultural alignment in public organizations, where intrinsic motivation and teamwork are essential for achieving performance excellence. The study contributes to the existing literature by validating the mediating role of job satisfaction in explaining how organizational and leadership factors jointly influence discretionary work behavior in the context of local government institutions.

Keywords: transformational leadership, organizational culture, job satisfaction, organizational citizenship behavior.

I. INTRODUCTION

In the era of dynamic organizational transformation, employee behavior beyond formal job descriptions has become a key factor in determining the success and sustainability of public institutions [1]. This voluntary behavior, commonly referred to as Organizational Citizenship Behavior (OCB), represents employees' willingness to contribute to organizational goals beyond prescribed tasks, promoting cooperation, efficiency, and innovation [2]. As public organizations increasingly face demands for transparency, accountability, and service excellence, understanding the antecedents of OCB has gained critical importance in both academic and practical domains [3]. Among the various determinants of OCB, organizational culture and transformational leadership have consistently emerged as influential variables shaping employee motivation, attitudes, and performance [4]. Organizational culture reflects the shared values, norms, and beliefs that guide behavior in the workplace, shaping how employees perceive their roles and responsibilities [5]. A supportive and adaptive culture fosters trust, collaboration,

and commitment, thereby enhancing employees' intrinsic motivation to engage in citizenship behaviors [6]. Meanwhile, transformational leadership, as conceptualized by Bass and Avolio, is characterized by the ability to inspire, intellectually stimulate, and individually consider subordinates, which ultimately fosters higher levels of engagement and OCB [7].

In the public sector context, especially within local government institutions, leadership and culture play pivotal roles in shaping employee behavior. However, previous research suggests that bureaucratic rigidity, hierarchical structures, and low job satisfaction often limit the expression of OCB among civil servants [8]. Studies conducted in Southeast Asia reveal that public employees tend to exhibit formal compliance rather than proactive initiative due to limited empowerment and leadership support [9]. Therefore, examining how leadership and culture interact to enhance OCB through the mediating role of job satisfaction offers both theoretical and managerial relevance [10]. Job satisfaction defined as an employee's positive emotional response toward their job has long been considered a central

factor linking organizational and individual outcomes [11]. Empirical studies have confirmed that satisfied employees are more likely to demonstrate altruism, civic virtue, and conscientiousness, which are core dimensions of OCB [12]. Furthermore, transformational leaders positively influence job satisfaction by recognizing achievements, providing meaningful feedback, and creating a sense of purpose [13]. Simultaneously, an organizational culture that emphasizes participation, integrity, and continuous improvement reinforces employees' sense of belonging and motivation to contribute beyond minimum requirements [14]. Despite the growing literature on leadership and OCB, research examining the mediating effect of job satisfaction in the relationship between transformational leadership, organizational culture, and OCB in the Indonesian public sector remains limited. Most existing studies have focused on private organizations or educational institutions, leaving a gap in understanding the behavioral dynamics of civil servants in regional government offices [15]. In addition, many previous models have treated leadership and culture as independent predictors of OCB without fully integrating the psychological mechanisms that drive such behavior. To address this gap, the present study aims to analyze the influence of organizational culture and transformational leadership on organizational citizenship behavior with job satisfaction as a mediating variable, using empirical data from civil servants at the Regional Secretariat of Bogor Regency, Indonesia. This study contributes to both theory and practice by: Expanding the application of OCB and transformational leadership theories in the context of government institutions; Validating the mediating role of job satisfaction in public employee behavior models; and Providing actionable insights for policymakers and administrators to strengthen leadership capacity and organizational culture as drivers of public sector performance.

By integrating organizational culture, leadership, and job satisfaction into one analytical framework, this research underscores the importance of transformational leadership and cultural alignment as catalysts for fostering high-performance, citizen-oriented bureaucracies in Indonesia. Transformational leadership refers to a leadership style that inspires and motivates followers to exceed expectations by aligning personal goals with organizational vision [16]. According to Bass and Avolio (2020), transformational leaders influence employees through four behavioral dimensions known as the "Four I's": idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration [7]. These behaviors enable leaders to transform followers' attitudes and values, fostering commitment and engagement. In the public sector, transformational leadership is particularly important in driving innovation and ethical performance amid bureaucratic rigidity [17]. Studies indicate that leaders who demonstrate empathy, intellectual challenge, and visionary communication encourage employees to adopt positive discretionary behaviors such as OCB [18]. Through motivational inspiration and individualized attention, transformational leaders enhance employees' self-efficacy

and satisfaction, which in turn influence their willingness to contribute beyond formal roles [19].

Organizational culture represents the shared norms, beliefs, and values that shape behavior within an organization [5]. A strong culture promotes internal cohesion and provides behavioral guidance that enhances performance consistency [20]. In the context of public administration, an adaptive and participative culture can counteract bureaucratic inefficiency by promoting collaboration, openness, and accountability [6]. Research indicates that culture significantly affects employees' perceptions of fairness, belonging, and professional identity—all of which relate to OCB and job satisfaction [21]. Kim and Park (2023) emphasize that organizations with supportive and innovation-oriented cultures tend to exhibit higher levels of employee engagement and proactive behavior [6]. Furthermore, cultural alignment between leadership and employees enhances trust and reduces resistance to change [22]. Thus, organizational culture functions as a social control system that indirectly shapes employees' extra-role behaviors through shared commitment and value congruence.

Job satisfaction is defined as a positive emotional state resulting from an individual's evaluation of their work experience [11]. It reflects employees' attitudes toward their job, encompassing satisfaction with supervision, colleagues, rewards, and work environment [23]. In the public sector, job satisfaction plays a vital role in promoting motivation and service performance, as employees often operate under rigid structures and non-competitive incentives. Empirical studies demonstrate that job satisfaction mediates the relationship between leadership and OCB. Satisfied employees are more likely to demonstrate altruism, civic virtue, and conscientiousness, key components of OCB [12]. Transformational leadership influences satisfaction by fostering trust, recognition, and empowerment [13], while supportive organizational culture reinforces satisfaction through psychological safety and belongingness [24]. Hence, job satisfaction serves as a psychological mechanism linking organizational and leadership factors to citizenship behaviors.

Organizational Citizenship Behavior (OCB) refers to employees' voluntary actions that go beyond formal job requirements and contribute to organizational effectiveness [2]. Organ (2020) categorized OCB into five dimensions: altruism, conscientiousness, courtesy, civic virtue, and sportsmanship. These behaviors enhance team harmony, reduce conflict, and improve collective efficiency [1]. In the public sector, OCB is essential for maintaining organizational effectiveness amid resource constraints and growing citizen expectations [3]. Research confirms that leadership and culture significantly predict OCB by fostering shared goals, trust, and intrinsic motivation [9], [10]. Job satisfaction also functions as a proximal predictor of OCB, where satisfied employees exhibit greater emotional commitment and willingness to engage in cooperative behaviors [12].

The reviewed literature establishes a consistent theoretical foundation connecting transformational

leadership and organizational culture to OCB, with job satisfaction acting as a mediator. Transformational leaders inspire followers to internalize organizational values, while supportive culture provides the social environment for such values to flourish [17], [21]. Job satisfaction bridges this relationship by enhancing emotional attachment and intrinsic motivation, translating leadership and cultural influences into behavioral outcomes. Accordingly, this study proposes the following conceptual framework: Transformational leadership has a positive and significant effect on job satisfaction and OCB. Organizational culture has a positive and significant effect on job satisfaction and OCB. Job satisfaction mediates the influence of transformational leadership and organizational culture on OCB among civil servants. This integrated framework highlights the psychological and organizational mechanisms that foster extra-role behavior in government institutions, contributing to both theoretical enrichment and managerial reform strategies in the public sector.

II. RESEARCH METHODS

This study adopted a quantitative explanatory research design to empirically examine the direct and indirect influence of organizational culture and transformational leadership on organizational citizenship behavior (OCB) through job satisfaction as a mediating variable. The quantitative explanatory approach was selected to test causal relationships among variables using statistical models, providing objective and replicable findings [26]. The population of this research comprised civil servants (PNS) working at the Regional Secretariat of Bogor Regency, Indonesia. A total of 120 respondents were selected as the research sample using the proportional random sampling technique, ensuring equal representation from various departments and hierarchical levels. The sample size met the adequacy requirements for Structural Equation Modeling (SEM), which generally recommends a minimum ratio of 5–10 respondents per estimated parameter [27].

The collected data were analyzed using Structural Equation Modeling (SEM) with the AMOS 24.0 software package to examine both direct and indirect relationships among variables. The SEM approach was chosen due to its capability to simultaneously test multiple dependency relationships and assess model fit comprehensively [26]. Descriptive statistics were first used to summarize demographic data, followed by confirmatory factor analysis (CFA) to test the validity of each indicator. Model fit indices—including Chi-square/df, Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA), and Goodness of Fit Index (GFI)—were used to assess model adequacy. Hypothesis testing was based on the significance of standardized regression weights ($p < 0.05$) to determine direct effects, while the Sobel test was applied to examine the mediating role of job satisfaction in the relationship between transformational leadership, organizational culture, and OCB. The results were

interpreted using standardized coefficients (β) to describe the strength and direction of the effects. All ethical considerations were observed throughout the research process, including confidentiality, informed consent, and voluntary participation. This methodological framework enables empirical validation of the conceptual model linking leadership, culture, and employee behavior in a public sector setting.

III. RESULTS AND DISCUSSION

The results of the Structural Equation Modeling (SEM) analysis confirm that the model achieved acceptable fit indices, indicating that the proposed theoretical framework aligns with the observed data. The measurement model demonstrated good construct validity, with all factor loadings exceeding 0.60 and composite reliability (CR) values greater than 0.80. Model fit indices also met established thresholds ($\chi^2/df = 1.88$, CFI = 0.95, GFI = 0.91, RMSEA = 0.045), confirming that the hypothesized model fits the data satisfactorily. The path coefficient results indicate that transformational leadership ($\beta = 0.421$, $p < 0.001$) and organizational culture ($\beta = 0.378$, $p < 0.01$) both have positive and significant effects on job satisfaction. This means that employees' satisfaction increases when leaders display inspirational motivation, individualized support, and intellectual stimulation, and when the organization maintains a collaborative and adaptive culture. Furthermore, both transformational leadership ($\beta = 0.312$, $p < 0.05$) and organizational culture ($\beta = 0.295$, $p < 0.05$) also exert direct positive effects on organizational citizenship behavior (OCB). This suggests that civil servants who perceive strong visionary leadership and supportive culture are more likely to demonstrate extra-role behaviors, such as teamwork, conscientiousness, and civic virtue.

The Sobel test results show that job satisfaction significantly mediates the relationship between transformational leadership and OCB ($z = 3.42$, $p < 0.01$), and between organizational culture and OCB ($z = 2.87$, $p < 0.01$). This partial mediation implies that leadership and culture influence OCB not only directly but also indirectly through enhancing employees' job satisfaction. The indirect effect coefficients were 0.198 and 0.176 respectively, contributing to a total explained variance (R^2) of 0.61 for OCB. These findings indicate that the interplay between transformational leadership, organizational culture, and job satisfaction collectively explains 61% of the variance in OCB, confirming the robustness of the proposed model.

The results provide empirical support for the theoretical proposition that transformational leadership and organizational culture are key antecedents of OCB, and that job satisfaction serves as a psychological mechanism linking these factors. This aligns with previous research by Walumbwa (2021), who found that transformational leaders motivate followers to exhibit altruism and civic responsibility through intellectual stimulation and individualized consideration [18]. In the present study, leaders who acted as role models and mentors fostered

emotional commitment and trust, leading employees to perform beyond their formal roles. The positive relationship between organizational culture and OCB reinforces the notion that a strong, participative, and mission-oriented culture enhances employees' sense of belonging and engagement [21]. When shared norms emphasize collaboration and collective responsibility, employees perceive their contributions as meaningful to the organization's success. This finding supports Choi and Lee (2023), who demonstrated that cohesive culture mediates organizational trust and citizenship behaviors [21].

The mediating role of job satisfaction further strengthens the integrative nature of the model. Employees who feel valued, recognized, and supported by transformational leaders and a conducive culture tend to experience higher satisfaction, which motivates them to demonstrate voluntary pro-social behaviors. This is consistent with the findings of Breevaart and Bakker (2022), who reported that job satisfaction significantly mediates the relationship between transformational leadership and employee engagement [13]. From a practical perspective, these findings underscore the importance of human-centered leadership and cultural alignment in the public sector. Civil servants' willingness to engage in OCB is influenced not merely by compliance with bureaucratic rules but by emotional and motivational factors derived from leadership behaviors and organizational values. As emphasized by Harris and Jones (2023), transformational leadership in government settings enhances employees' intrinsic motivation, accountability, and innovation [28].

Moreover, the results suggest that fostering psychological well-being through job satisfaction can be a strategic lever for improving performance in public institutions. Leaders should therefore prioritize inclusive communication, professional recognition, and participatory decision-making to sustain employee satisfaction. Organizational culture must also evolve toward collaboration, transparency, and continuous learning, supporting the modern bureaucratic transformation agenda in Indonesia [29]. In summary, the empirical evidence confirms that transformational leadership and organizational culture positively influence OCB both directly and indirectly through job satisfaction, contributing to theoretical advancement in organizational behavior research. These findings expand prior literature by integrating emotional and structural aspects of leadership and culture into a single explanatory model of employee extra-role behavior, particularly relevant for civil servants in developing countries [30], [31].

IV. CONCLUSION

This study concludes that transformational leadership and organizational culture significantly influence organizational citizenship behavior (OCB), both directly and indirectly through the mediating role of job satisfaction, among civil servants at the Regional Secretariat of Bogor Regency. The findings reveal that when leaders demonstrate

inspirational motivation, intellectual stimulation, and individualized consideration, employees develop higher levels of satisfaction and a stronger sense of organizational commitment, leading to increased voluntary and cooperative behaviors beyond formal duties. Similarly, an adaptive and collaborative organizational culture fosters emotional attachment, trust, and shared responsibility, which collectively enhance OCB. The SEM results confirmed that the integrated model explains 61% of the variance in OCB, underscoring the combined importance of leadership behavior, cultural values, and psychological well-being in predicting discretionary performance. The mediating role of job satisfaction illustrates that emotional and cognitive evaluations of work are critical mechanisms linking organizational conditions to behavioral outcomes. These results extend existing leadership and OCB theories by empirically validating the interplay between transformational leadership, organizational culture, and job satisfaction in a public sector context, which is often characterized by bureaucratic constraints and rigid hierarchies.

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