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Organizational Commitment: Mediation in the Influence of Transformational Leadership and Satisfaction on Organizational Citizenship Behavior

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Abstract

Purpose: This study aims to analyze the influence of transformational leadership and job satisfaction on Organizational Citizenship Behavior (OCB) through the mediating role of organizational commitment.

Research Methodology: This study employed a quantitative approach using a survey method. The sample consisted of all employees from the Purworejo District, Pasuruan City, East Java, totaling 52 employees. Data analysis was conducted using the Partial Least Square–structural Equation Modeling (PLS-SEM) method.

Results: Transformational leadership did not have a significant effect on OCB, whereas job satisfaction and organizational commitment had a positive and significant effect on OCB. In addition, transformational leadership and job satisfaction positively and significantly influenced organizational commitment. The indirect effect analysis revealed that organizational commitment mediated the influence of transformational leadership and job satisfaction on employees' OCB.

Conclusions: This study implies that improving job satisfaction and strengthening organizational commitment are important factors in enhancing employees' OCB within village government institutions. Furthermore, village leaders are expected to implement transformational leadership practices that foster employee loyalty and organizational commitment.

Limitations: This study was limited to four village offices in the Purworejo District, Pasuruan City, East Java; therefore, the findings cannot be broadly generalized to all public sector organizations.

Contributions: This study contributes to the development of a refined theoretical framework for OCB by demonstrating that transformational leadership influences OCB indirectly through organizational commitment, while job satisfaction contributes to OCB through both direct and indirect pathways.

Keywords: *Job Satisfaction, Organizational Citizenship Behavior, Organizational Commitment, Transformational Leadership*

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1. Introduction

The phenomenon of Organizational Citizenship Behavior (OCB) in Indonesia can be seen from the work dynamics of government apparatus and the private sector (Syamsir, Saputra, & Mulia, 2026; Putri, Kurniawan, & Purnamarini, 2025). Many employees exhibit voluntary behavior that goes beyond their core duties (Hermanto & Srimulyani, 2022). OCB appears in the form of a willingness to help colleagues without being asked. Employees also maintain a conducive work environment. They are willing to go the extra mile for the benefit of the organization (Nugroho & Suparyanto, 2026). This phenomenon is increasingly seen in village government institutions. Village employees often take the initiative to serve the community in a friendly manner. They show loyalty to the institution. OCB is also seen in active participation in social activities. Employees do not just focus on administrative tasks. They help maintain the image of the organization in the eyes of the public (Mahayasa, Budiyanto, & Suhermin, 2025). This phenomenon strengthens public trust in such institutions. OCB is an important factor in increasing the effectiveness of public services (Miarni & Ibrahim, 2025). In Indonesia, this behavior is often influenced by job satisfaction (Saputra, Wijayanto, Gobel, Wibowo, & Kartiko, 2023). Organizational commitment is also a key driver (Rumengan, Wahyuni, Ramadhan, & Gunawan, 2022). The OCB phenomenon reflects a strong culture of collectivity. This culture emphasizes togetherness and mutual cooperation. OCB is a social capital that supports the sustainability of organizations, including organizations in urban villages.

Urban villages, as the spearhead of public services, have a strategic role in providing administrative services to the community quickly, responsively, and accountably (Asnar, 2024). However, in practice, various villages in Purworejo District, Pasuruan City, such as Wirogunan, Tembokrejo, Sekargadung, and Purworejo Villages, face relatively complex challenges in the form of high demands for community services, limited apparatus resources, increased public expectations for service quality, and demands for adaptation to the digitalization of government services. This condition requires employees not only to carry out formal duties according to the job description, but also to show voluntary behavior that supports the effectiveness of the organization, known as Organizational Citizenship Behavior (OCB). Behaviors such as helping colleagues, maintaining a conducive work environment, providing services that exceed minimum standards, and actively participating in organizational activities are important factors in improving the quality of public services at the village level.

Phenomena in the field show that not all employees have the same level of OCB (Zagenczyk & Powell, 2022). There is still a tendency for some employees to work only on formal tasks, lack of initiative to help colleagues, and lack of participation in organizational activities , and the lack of optimal employee involvement in community service development efforts (Tortia, Sacchetti, & López-Arceiz, 2022; Bolino, Klotz, & Whitney, 2024). This condition indicates that the increase in OCB requires the support of strong organizational factors, especially transformational leadership, job satisfaction, and organizational commitment. In village government, the existence of village heads or leaders who are able to be role models, provide motivation, encourage innovation, and provide individual attention to employees are important factors in forming positive work behavior.

Transformational Leadership Theory by Bass (2005) explains that transformational leaders are able to transform the values, motivations, and behaviors of subordinates through four main dimensions (idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration). This theory explains that employees who experience transformational leadership tend to have higher emotional attachment to the organization, feel better job satisfaction, and are encouraged to display extra-role behaviors in the form of OCB (Hardiansyah, Adhawiyah, & Sitomorang, 2025; Saluy, Syawal, Sudjono, Pramudena, Kemalasari, & Gustiah, 2024). In addition, this study also uses the theory of organizational commitment (Meyer, Allen, & Smith, 1993; Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989), which explains that employees with strong affective, continuous, and normative commitments will show higher loyalty and contribution to the organization. To explain OCB behavior, a theory developed by Organ and Ryan (1995) is used, which emphasizes the importance of employee voluntary behavior in increasing organizational effectiveness. Meanwhile, the concept of job satisfaction refers to the view of Robbins and Judge (2013), who

explain that satisfaction with work, work environment, and work rewards will affect employee attitudes and behaviors in the organization.

Empirically, various previous studies have shown a consistent relationship between transformational leadership, job satisfaction, organizational commitment, and organizational citizenship behavior (OCB). Several studies have found that transformational leadership has a positive and significant effect on organizational commitment (Achmad, & Djamil, 2022; Nastavia, & Lista, 2022; Park, Han, Kim, & Kim, 2022) In addition to transformational leadership, there is also job satisfaction which has a significant effect on organizational commitment (Atikaa, Junaedib, Purwatib, & Mustafa, 2022)

Another study found that transformational leadership has a significant effect on organizational citizenship behavior (Lee, Lin, Srinivasan, & Carr, 2023). In addition to transformational leadership, OCB is also influenced by employee job satisfaction (Abubakar, & Sanda, 2024; Li, 2024). The third factor is that OCB is also influenced by organizational commitment (Hermawan, Purnomo, Kusumastuti, Fitriana, Octaleny, Ie, & Sudadi, 2024). This study highlights the novelty from the conceptual side, where organizational commitment is a mediator between transformational leadership and job satisfaction with OCB. Other research has identified other factors that mediate between transformational leadership and OCB (Lee et al., 2023). In addition, organizational commitment in the research by Wahyu and Suhana (2025) does not mediate between transformational leadership and OCB. Job satisfaction mediated by organizational commitment can affect OCB (Wahyu & Suhana, 2025)

Based on the empirical phenomenon, theoretical foundation, and the results of previous research, this study is important to analyze the mediating role of organizational commitment on the influence of transformational leadership and job satisfaction on the organizational citizenship behavior of village employees in Purworejo District, Pasuruan City, East Java. This research is expected to make a theoretical contribution to the development of the study of public sector organizational behavior and provide practical recommendations for local governments to improve the quality of public services by strengthening transformational leadership, job satisfaction, and organizational commitment.

The novelty of this study lies in its complex model of the relationship between several variables to explain organizational citizenship behavior. This problem may be influenced by the existence of organizational commitments that are not optimal. However, organizational commitment can also be influenced by transformational leadership and job satisfaction. This study aimed to analyze the influence of transformational leadership and job satisfaction on organizational citizenship behavior mediated by organizational commitment.

2. Literature Review and Hypotheses Development

2.1 Social Exchange Theory

Social Exchange Theory, developed by Blau (1964) and Roloff (2015), explains that the relationship between an organization and its employees is based on the principle of reciprocity. When an organization provides good treatment through transformational leadership and creates job satisfaction, employees reciprocate in the form of attitudes and behaviors that benefit the organization (Akdere & Egan, 2020). Transformational leadership builds trust, motivation, and a sense of belonging to the organization, thereby strengthening the organization's commitment (Hermanto, Srimulyani, & Pitoyo, 2024). Job satisfaction also encourages the emergence of positive feelings that make employees more loyal to the organization (Bashir & Gani, 2020). Strong organizational commitment then encourages employees to voluntarily engage in Organizational Citizenship Behavior (OCB) outside of their formal duties (Yuwono, Eliyana, Buchdadi, Hamidah, & Jalil, 2023). This behavior is manifested through a willingness to help colleagues maintain the image of the organization and make a greater contribution to the achievement of organizational goals. Therefore, Social Exchange Theory is the foundation for explaining that transformational leadership and job satisfaction can increase OCB through organizational commitment as a mediating variable.

2.2 The Influence of Transformational Leadership on Organizational Citizenship Behavior

Transformational leadership positively and significantly contributes to improving Organizational Citizenship Behavior (OCB) (Lee et al., 2023). Transformational leaders who can provide a clear vision, inspiration, and individual support encourage organizational members to go beyond their formal duties (Bakker, Hetland, Kjellevold Olsen, & Espevik, 2023). In this case, behaviors such as helping colleagues, maintaining the work environment, and showing loyalty to the organization will be stronger. Transformational leadership also fosters a sense of trust and commitment, so that members feel more emotionally attached to the organization's goals (Vijai, 2025). With the intrinsic motivation that leaders foster, individuals will be more willing to actively participate in activities that are not directly part of their job description. This shows that transformational leadership not only improves individual performance but also strengthens group cohesion and overall organizational effectiveness. Therefore, the hypothesis of this study is:

H_1: Transformational leadership has a significant effect on organizational citizenship behavior

2.3 The Effect of Job Satisfaction on Organizational Citizenship Behavior

Job satisfaction plays an important role in encouraging the emergence of organizational citizenship behavior (OCB) (Abubakar & Sanda, 2024; Li, 2024). Employees who feel satisfied with their work tend to show positive attitudes towards the organization (Montuori et al., 2022), including a willingness to help colleagues, maintain a work environment, and actively participate in activities outside of formal duties. Job satisfaction increases a sense of belonging and commitment, so individuals are more willing to make extra contributions without expecting immediate returns. In conditions of high satisfaction, employees will be more loyal and show proactive behavior that supports the effectiveness of the organization. Conversely, job dissatisfaction can decrease motivation and reduce the tendency to behave voluntarily (Yean, Johari, Yahya, & Chin, 2022). Therefore, job satisfaction can be considered a psychological factor that strengthens social relationships and solidarity in the workplace. The hypothesis of this study is:

H_2: Job satisfaction has a significant effect on organizational citizenship behavior

2.4 The Influence of Transformational Leadership on Organizational Commitment

Transformational leadership plays an important role in increasing organizational commitment (Achmad & Djamil Mz, 2022; Nastavia & Lista, 2022; Park et al., 2022). Good transformational leadership increases employees' emotional attachment, loyalty, and sense of belonging to the organization. Transformational leaders who are able to communicate a clear vision, provide inspiration, and show individual concern will foster a sense of trust and appreciation among organizational members (Wijaya, Khoir, & Zaini, 2023). This condition encourages employees to be more committed to supporting the organization's goals, even beyond their personal interests. High organizational commitment is reflected in employees' willingness to persevere, work with dedication, and demonstrate loyalty to organizational values (Shi, 2024). Transformational leadership also strengthens employees' identification with the organization, so they feel they are an integral part of the mutual success. Thus, the hypothesis of this study is:

H_3: Transformational leadership has a significant effect on organizational commitment

2.5 The Effect of Job Satisfaction on Organizational Commitment

Job satisfaction plays an important role in strengthening organizational commitment (Atikaa et al., 2022). Employees who feel satisfied with their working conditions, compensation, relationships with colleagues, and career development opportunities tend to show higher loyalty (Vadilla, Fitria, & Wahjono, 2025). Job satisfaction fosters a sense of belonging and trust in the organization, encouraging individuals to persevere and contribute consistently. In conditions of high satisfaction, employees are more willing to sacrifice time and energy for the success of the organization (Miller & Giblin, 2023). Conversely, job dissatisfaction can lower motivation, weaken a sense of responsibility, and reduce commitment to organizational goals (Yean et al., 2022). Job satisfaction also strengthens

employees' identification with organizational values, so they feel integral to mutual success. Thus, the hypothesis of this study is:

H_4: Job satisfaction has a significant effect on organizational commitment

2.6 The Influence of Organizational Commitment on Organizational Citizenship Behavior

Organizational commitment plays a key role in encouraging Organizational Citizenship Behavior (OCB) (Hermawan et al., 2024). Employees with high commitment to the organization tend to show loyalty, a sense of responsibility, and a willingness to contribute more than formal tasks (Hermanto & Srimulyani, 2022). Organizational commitment fosters a sense of emotional attachment and identification with the organization's values and goals, encouraging individuals to help colleagues, maintain a work environment, and actively participate in volunteer activities. With a strong commitment, employees are more willing to sacrifice time and energy for the success of the organization. Conversely, low commitment can reduce motivation to exhibit extra behaviors that support organizational effectiveness (Wang, Zhang, Li, & Henry, 2022). The organization's commitment also strengthens solidarity and group cohesion, so that civic behavior becomes part of the work culture. Therefore, the hypothesis of this study is:

H_5: Organizational commitment has a significant effect on organizational citizenship behavior

2.7 The Influence of Transformational Leadership and Job Satisfaction on Organizational Citizenship Behavior through Organizational Commitment

Transformational leadership and job satisfaction together contribute to improving organizational civic behavior with organizational commitment as a mediating variable. Transformational leaders who are able to provide a clear vision, strong inspiration, and individual attention will foster trust and emotional attachment of employees to the organization (Vijai, 2025). This condition encourages higher job satisfaction because employees feel valued and supported in self-development (Sypniewska, Baran, & Jagodziński, 2026). Increased job satisfaction strengthens loyalty and a sense of belonging so that employees are more committed to organizational goals (Zawawi, Noorshuhaimi, & Harun, 2024). High organizational commitment then becomes a link that reinforces employees' tendency to exhibit extra-role behaviors such as helping colleagues maintain the work environment and actively participating in volunteer activities (Hermawan et al., 2024). Thus, transformational leadership and job satisfaction not only have a direct effect on OCB but also indirectly through organizational commitment. The hypothesis of this study is:

H_6: Transformational leadership has a significant effect on organizational citizenship behavior through organizational commitment

H_7: Job satisfaction has a significant effect on organizational citizenship behavior through organizational commitment

2.8 Conceptual Framework

Based on the hypothesis developed, the conceptual framework presented in Figure 1.

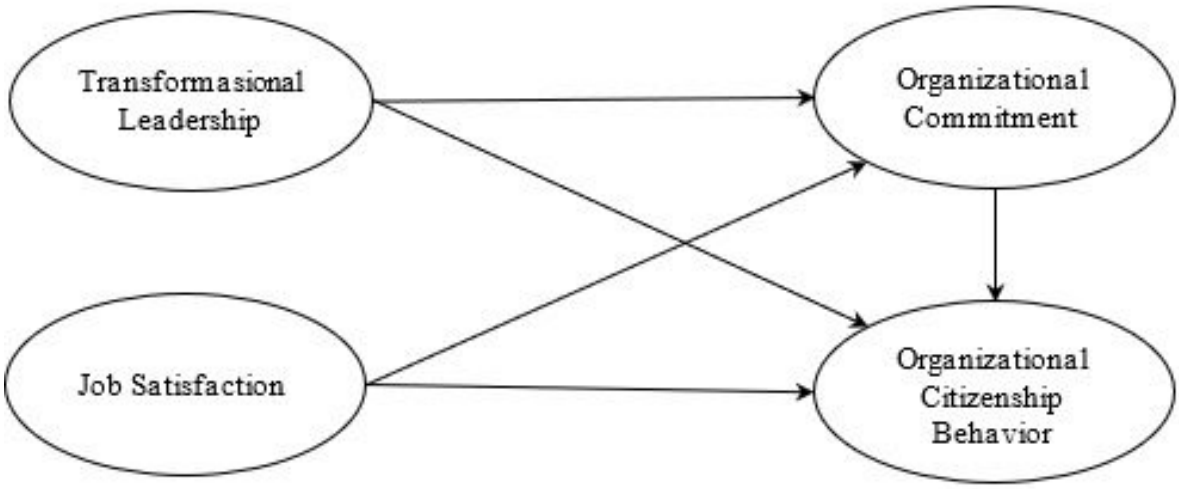


Figure 1. Conceptual framework

3. Research Methodology

The population of this study was all employees in Purworejo District, Pasuruan City, East Java, totaling 52 people. Because the population is relatively small, the researcher used saturated sampling techniques to determine the sample. So that the number of samples used was 52 people. The data used were in the form of primary and secondary data. Primary data were obtained from the results of the distribution of questionnaires to all employees who were sampled, while secondary data were obtained from internal village documents.

The indicators used to measure transformational leadership are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 2005). Job satisfaction was measured using indicators of job satisfaction, work environment and rewards (Robbins & Judge, 2013). Organizational commitment was measured using indicators of affective, continuance, and normative commitment (Meyer et al., 1993). Organizational citizenship behavior was measured using indicators of altruism, conscientiousness, and civic virtue (Organ, 1988). The indicators were developed into statement items and measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The data analysis method in this study consisted of descriptive and inferential statistical analyses. Descriptive statistical analysis was used to describe the characteristics of respondents and provide a description of respondents' responses to the variables of transformational leadership, job satisfaction, organizational commitment, and organizational citizenship behavior through mean values, percentages, and frequency distribution. Meanwhile, inferential statistical analysis was used to test the relationship between the research variables as well as to test the research hypotheses. The inferential analysis in this study used the Partial Least Square–Structural Equation Modeling (PLS-SEM) approach because it can analyze the relationship of latent variables simultaneously and is suitable for use in a relatively small number of samples. Data processing was carried out with the help of the SmartPLS application through external model testing, which included testing the validity and reliability of the instrument, as well as inner model testing, which included testing the determination coefficient (R-square), path coefficient, and hypothesis testing to determine the direct and indirect influence between research variables.

4. Results and Discussions

Based on the results of a study on 52 village employees in Purworejo District, Pasuruan City, the respondents were dominated by male employees, with 34 people (65 %), while female respondents amounted to 18 people (35 %). This condition shows that the composition of employees in the four sub-districts, namely Wirogunan, Tembokrejo, Sekargadung, and Purworejo Villages, is still dominated by male employees. In terms of age, most of the respondents were in the age range of 36–50 years (31 people, or 60 %), then 51–57 years old (12 people, or 23 %), and 21–35 years old (9

people, or 17 %). This shows that the majority of employees are of productive age and have a fairly good level of work maturity in carrying out public services.

Based on the level of education, the majority of respondents had a high school education background or equivalent, as many as 29 people or 56%, followed by Strata 1 (S1) education as many as 16 people or 30%, SMEA as many as 3 people or 6%, Strata 2 (S2) as many as 2 people or 4%, while STM and Diploma 3 graduates each had 1 person or 2%. In terms of rank, respondents with rank II b–III a amounted to 25 people or 48%, while rank III b–IV a was 27 people or 52%. The data show that most employees have been at the middle to upper rank level, which reflects experience and a relatively adequate working period in the village government environment.

Meanwhile, based on the beginning of the working year, most of the respondents started working in the period 2000–2009 (25 people, or 48 %), followed by the period 2010–2016 (15 people, or 30 %), while the periods 1980–1989 and 1990–1999 were 6 people (11% respectively). This condition shows that the majority of employees have long enough work experience so that they are expected to be able to understand organizational culture, public service mechanisms, and be able to adapt to the demands of work in the village government. The characteristics of the respondents provide an idea that village employees in Purworejo District, Pasuruan City are dominated by productive-age employees with fairly mature work experience and a relatively adequate level of education to support the implementation of services to the community.

The results of the construct validity and reliability tests are presented in Table 1.

Table 1. Construct validity and reliability

No	Variables	Cronbach Alpha	Composite Reliability	AVE
1	Transformational Leadership	0.946	0.953	0.629
2	Job Satisfaction	0.949	0.957	0715
3	Organizational Commitment	0.959	0.965	0.756
4	Organizational Citizenship Behavior	0.957	0.964	0.747

Based on Table 1, the research data has good validity and reliability values and can proceed to the inner model analysis because the output of the available data shows that all the criteria of the outer model are met.

The results of the loading factor values are presented in Table 2.

Table 2. Loading Factor Value

	Job Satisfaction	Organizational Commitment	Organizational Citizenship Behavior	Transformational Leadership
X111				0.843
X112				0.820
X113				0.680
X121				0.819
X122				0.803
X123				0.839
X131				0.823
X132				0.665
X133				0.822
X141				0.817
X142				0.743

	Job Satisfaction	Organizational Commitment	Organizational Citizenship Behavior	Transformational Leadership
X143				0.816
X211	0.872			
X212	0.879			
X213	0.819			
X221	0.881			
X222	0.861			
X223	0.716			
X231	0.831			
X232	0.897			
X233	0.837			
Y111			0.887	
Y112			0.901	
Y113			0.876	
Y121			0.852	
Y122			0.861	
Y123			0.884	
Y131			0.890	
Y132			0.876	
Y133			0.742	
Z111		0.909		
Z112		0.929		
Z113		0.930		
Z121		0.878		
Z122		0.924		
Z123		0.843		
Z131		0.834		
Z132		0.726		
Z133		0.834		

The results of testing the research hypothesis are presented in Table 3.

Table 3. Hypotheses test

Hypotheses	Variable Relationship	Coefficient	t	p value	Information
1	Transformational Leadership → Organizational Citizenship Behavior	0.173	1.674	0.095	Rejected
2	Job Satisfaction → Organizational Citizenship Behavior	0.316	3.116	0.002	Accepted
3	Transformational Leadership → Organizational Commitment	0.417	5.554	0.000	Accepted
4	Job Satisfaction → Organizational Commitment	0.564	7.817	0.000	Accepted
5	Organizational Commitment → Organizational Citizenship Behavior	0.492	3.175	0.002	Accepted
6	Transformational Leadership → Organizational Commitment → Organizational Citizenship Behavior	-	2.621	0.009	Accepted
7	Kepuasan Kerja → Organizational Commitment → Organizational Citizenship Behavior	-	2.946	0.003	Accepted

4.1 Discussion

The results of the first hypothesis test showed that transformational leadership did not have a significant effect on the Organizational Citizenship Behavior (OCB) of village employees in Purworejo District, Pasuruan City. The results of this study show that transformational leadership implemented by village leaders has not been able to directly improve the behavior of OCB employees. These findings are not in line with Transformational Leadership Theory by Bass (2005), which explains that transformational leaders are able to inspire subordinates to work beyond the formal demands of the job through example, motivation, intellectual stimulation, and individual attention. In addition, the results of this study also do not support the results of previous studies that stated that transformational leadership has a positive and significant effect on employee OCB (Lee, Lin, Srinivasan, & Carr, 2023). The discrepancy is suspected to be caused by the characteristics of the village government organization, which tends to be bureaucratic and administrative, so that the behavior of OCB employees is more influenced by internal factors such as personal loyalty, job satisfaction, and a sense of responsibility than by the direct influence of the leader's leadership style. Field phenomena show that some employees continue to carry out behaviors of helping colleagues, maintaining community services, and completing additional work more because of the demands of work culture and organizational habits than because of the direct encouragement of transformational leadership of village leaders. This condition indicates that transformational leadership in the village environment is not fully able to build strong emotional attachment to bring out OCB behavior directly in employees.

The results of the second hypothesis test showed that job satisfaction had a positive and significant effect on the Organizational Citizenship Behavior (OCB) of village employees in Purworejo District, Pasuruan City. The results of this study show that the higher the level of employee job satisfaction, the higher the OCB behavior shown by employees in the organization. Employees who feel satisfied with their work, work environment, employee relations, and the rewards given by the organization tend to be more willing to help colleagues, maintain a conducive work atmosphere, and work beyond the formal demands of the job. The findings of this study are in line with the theory developed by Robbins and Judge (2013) stating that job satisfaction reflects employees' positive feelings towards their work, which can encourage the emergence of positive work behaviors, including OCB. The results of this study also support the theory developed by Organ (1988), who explains that OCB behavior appears as a form of voluntary contribution of employees to the organization due to the existence of positive psychological conditions at work. In addition, the results of this study are in line with several studies that found that job satisfaction has a positive and significant effect on employee OCB (Abubakar, & Sanda, 2024; Li, 2024). Field phenomena show that village employees who feel comfortable with the work environment, obtain harmonious working relationships, and receive appreciation from leaders tend to have higher concern for the organization and are more active in helping colleagues in providing services to the community.

The results of the third hypothesis test show that transformational leadership has a positive and significant effect on the organizational commitment of village employees in the Purworejo District, Pasuruan City. The results of this study show that the better the implementation of transformational leadership by village leaders, the higher the employee organization's commitment. Leaders who are able to be role models, motivate, encourage creativity, and give individual attention to employees are able to create a sense of belonging, loyalty, and emotional attachment of employees to the organization. The findings of this study are in line with Transformational Leadership Theory by Bass (2005), which explains that transformational leadership can build changes in employees' attitudes and psychological attachment to the organization through the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The results of this study also support the theory of organizational commitment from Meyer, Allen, and Smith (1993), which explains that positive support and relationships in the organization strengthen employee commitment to the organization. In addition, the results of this study are in line with several studies that found that transformational leadership has a positive and significant effect on organizational commitment (Achmad, & Djamil, 2022; Nastavia, & Lista, 2022; Park, Han, Kim, & Kim, 2022). Field phenomena show that village employees who feel support, attention, and motivation from

leaders tend to have a higher sense of responsibility for the organization, are more loyal to the agency, and have a strong desire to remain part of the village government organization.

The results of testing the four hypotheses show that job satisfaction has a positive and significant effect on the organizational commitment of village employees in Purworejo District, Pasuruan City. The results of this study show that the higher the job satisfaction felt by employees, the higher the commitment of employee organizations to the agencies where they work. Employees who feel satisfied with their work, work environment, employee relationships, and the rewards provided by the organization tend to have stronger loyalty, belonging, and emotional attachment to the organization. The findings of this study are in line with the theory of Robbins and Judge (2013), which states that job satisfaction reflects a positive attitude of employees towards their work, which can increase employee attachment to the organization. The results of this study also support the theory of organizational commitment from Meyer et al. (1993), which explains that a positive work experience will strengthen the affective, continuous, and normative commitment of employees to the organization. In addition, the results of this study are in line with research that found that job satisfaction has a positive and significant effect on organizational commitment (Atikaa, Junaedib, Purwatib, & Mustafa, 2022). Field phenomena show that village employees who feel comfortable with the work atmosphere, receive support from leaders and colleagues, and feel that their work is valued by the organization tend to have higher loyalty and a strong desire to remain part of the village government organization.

The results of the fifth hypothesis test show that organizational commitment has a positive and significant effect on the Organizational Citizenship Behavior (OCB) of village employees in Purworejo District, Pasuruan City. The results of this study show that the higher the commitment of the employee organization, the higher the OCB behavior shown by employees in the organization. Employees who have a sense of belonging, loyalty, and emotional attachment to the organization tend to be more willing to help colleagues, maintain harmonious working relationships, and contribute more to the organization outside of formal work duties. The findings of this study are in line with the organizational commitment theory of Meyer et al. (1993), which explains that employees with high affective, continuous, and normative commitment will show greater loyalty and work involvement to the organization. The results of this study also support the theory of Organ (1988), which states that OCB behavior appears as a form of voluntary contribution of employees who have a positive attachment to the organization. In addition, the results of this study are in line with research that found that organizational commitment has a positive and significant effect on employee OCB (Hermawan, Purnomo, Kusumastuti, Fitriana, Octaleny, Ie, & Sudadi, 2024). Field phenomena show that village employees who have high loyalty to agencies tend to be more active in helping colleagues, caring about the smooth running of community services, and willing to be involved in various organizational activities to support the effectiveness of public services in the village environment.

The results of the sixth hypothesis test showed that organizational commitment can mediate the influence of transformational leadership on the organizational citizenship behavior (OCB) of village employees in Purworejo District, Pasuruan City. The results of this study show that although transformational leadership does not have a significant direct effect on OCB, transformational leadership can improve OCB by increasing employee organizational commitment. Leaders who are able to provide motivation, example, individual attention, and support to employees will build loyalty, belonging, and emotional attachment to the organization, which ultimately encourages the emergence of OCB behavior. The findings of this study are in line with Transformational Leadership Theory Bass (2005), which explains that transformational leadership can shape changes in employee attitudes and behaviors by strengthening psychological relationships in the organization. The results of this study also support the organizational commitment theory of Meyer et al. (1993), which states that employees with high organizational commitment tend to show voluntary behavior that supports the organization. In addition, the results of this study are not in line with the research of Wahyu and Suhana (2025), which found that organizational commitment can not mediate the influence of transformational leadership on OCB. Field phenomena show that village employees tend to show behavior of helping colleagues and supporting community service when they already have a strong

sense of loyalty and attachment to the agency, not solely because of the direct influence of leadership style.

The results of the seventh hypothesis test showed that organizational commitment could mediate the influence of job satisfaction on the Organizational Citizenship Behavior (OCB) of village employees in Purworejo District, Pasuruan City. The results of this study show that the job satisfaction felt by employees can increase organizational commitment, which further encourages the emergence of employee OCB behavior. Employees who feel satisfied with their work, work environment, employee relationships, and organizational rewards tend to have higher loyalty and belonging to the organization so that they are more willing to help colleagues, maintain organizational harmony, and work beyond the formal demands of the job. The findings of this study are in line with the theory of Robbins and Judge (2013), which explains that job satisfaction can increase employee attachment to the organization and give rise to positive work behavior. The results of this study also support the theory of Organ (1988), which states that OCB is a form of voluntary contribution of employees that arises due to a positive attitude towards the organization. In addition, the results of this study are in line with previous research that found that organizational commitment is an important factor in strengthening the influence of job satisfaction on employee OCB (Wahyu & Suhana, 2025). Field phenomena show that village employees who feel comfortable working and have harmonious working relationships tend to have greater concern for the organization and are more active in helping the smooth running of community services in the village environment.

5. Conclusions

5.1 Conclusion

The conclusion of the test results showed that transformational leadership did not have a direct effect on the OCB behavior of village employees but had a positive effect on organizational commitment. Job satisfaction has been proven to have a positive and significant effect on both OCB and organizational commitment. Organizational commitment itself plays an important role as a mediating variable that can bridge the influence of transformational leadership and job satisfaction on OCB. This means that organizational citizenship behavior is more likely to occur when employees have high job satisfaction and a strong commitment to the organization. Field phenomena suggest that the bureaucratic work culture makes OCB more influenced by internal factors such as loyalty and satisfaction than by the direct encouragement of leadership style. This research confirms that organizational commitment is key to strengthening the relationship between transformational leadership, job satisfaction, and OCB behavior. Thus, organizations need to pay attention to strategies to increase job satisfaction and the consistent implementation of transformational leadership so that employee commitment is stronger and OCB behavior can develop optimally.

5.2 Research Limitations

This study has several limitations that need to be considered. First, the scope of the study only covers village employees in Purworejo District, Pasuruan City, so the results cannot be generalized to all public organizations or the private sector. Second, the research approach used is quantitative with questionnaire instruments, which may lead to biased respondent perceptions. The three variables studied are limited to transformational leadership, job satisfaction, organizational commitment, and OCB; other factors such as organizational culture or intrinsic motivation have not been revealed.

5.3 Suggestions and Directions for Future Research

Suggestions and further research directions can be formulated as follows. First, future research can expand the object of study to the private sector or non-governmental organizations to see the consistency of the influence of transformational leadership, job satisfaction, and organizational commitment on OCB. Second, the study can use a qualitative or mixed-methods approach to dig deeper into the organizational cultural factors, intrinsic motivations, and social dynamics that influence OCB behavior. Third, the study can further add moderating variables such as work culture or leadership communication style to enrich the relationship model between variables. Fourth, research can be conducted with a wider geographical scope so that the results are more representative and can be generalized. Thus, the future direction of research is expected to provide a more

comprehensive understanding of the psychological and organizational mechanisms that encourage employee civic behavior.

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Author Contributions

All authors made substantial contributions to the conception and design of the study. NM was responsible for the conceptualization, methodology, data collection, formal analysis, and drafting of the manuscript. RPS contributed to the supervision, validation, and critical review and editing of the manuscript. SA contributed to the data collection and revision of the manuscript. All authors have read and approved the final version of the manuscript.

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