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## Can Transformational Leadership, Work-Life Balance, Organizational Commitment, and Job Satisfaction Encourage Civil Servants' Organizational Citizenship Behavior (OCB)

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**Abstract:** Organizational Citizenship Behavior (OCB) is an essential factor in optimizing the achievement of organizational goals. The present study investigates the effect of Transformational Leadership, Work-Life Balance, and Organizational Commitment on OCB with Job Satisfaction as an intervening variable of civil servants at the Direktorat Sistem Perbendaharaan (Directorate of Treasury System), Ministry of Finance of the Republic of Indonesia. The research used a quantitative approach through questionnaires to 91 respondents on a Likert scale with analysis using the SEM-PLS (Structural Equation Modeling-Partial Least Square). The results showed: Transformational Leadership has a positive and significant effect on OCB; Work-Life Balance has a positive and insignificant effect on OCB; Organizational Commitment has a positive and insignificant effect on OCB; Job Satisfaction has a positive and significant effect on OCB; Transformational Leadership has a positive and significant effect on Job Satisfaction; Work-Life Balance has a positive and significant effect on Job Satisfaction; Organizational Commitment has a positive and significant effect on Job Satisfaction; Job Satisfaction mediates the effect of Transformational Leadership on OCB; Job Satisfaction does not mediate the effect of Work-Life Balance on OCB; Job Satisfaction mediates the effect of Organizational Commitment on OCB.

**Keywords:** Organizational Citizenship Behavior, OCB, Transformational Leadership, Work-Life Balance, Organizational Commitment, Job Satisfaction.

### INTRODUCTION

Employees must work based on their primary duties and functions in an organization. But at some point, there are employees who, in carrying out their job duties, voluntarily show behavior beyond their job duties, which positively impacts organizational productivity. In its development, the organization needs employees who can do their primary tasks and have

behavior willing to do additional or extra tasks voluntarily. This behavior is called *extra-role behavior* or *Organizational Citizenship Behavior* (OCB) (Organ, 1988; Podsakoff *et al.*, 2000).

According to scholars, the importance of OCB is related to productivity and increased organizational efficiency (Ocampo *et al.*, 2018). OCB includes extra, discretionary, and beneficial role behaviors of organizational members that significantly contribute to the desired work outcomes, as well as the effective functioning of the organization (Thompson *et al.*, 2020; Yaakobi & Weisberg, 2020). In addition, OCB is reflected in the tendency of employees to be cooperative, caring, helpful, and conscientious (Luthans, 2011).

The importance of OCB for achieving the performance of public organizations, especially government, is due to its relevance to the relationship between government and society and its relation to the purpose of bureaucratic reform to achieve a sizeable organizational response to society (Ingrams, 2020). Utomo *et al.* (2019), in their research on the role of OCB on employee performance in government agencies, concluded that the higher the OCB, the higher the performance of civil servants. Not only are they required to work according to standard operating procedures, but it is essential for civil servants to demonstrate OCB in their work activities (Hapsari *et al.*, 2021). Therefore, encouraging employees to behave OCB is an ongoing challenge today in the workplace (Chernyak-Hai *et al.*, 2023).

As a government organization, the Direktorat Sistem Perbendaharaan, one of the organizational units under the Ministry of Finance of the Republic of Indonesia, is expected to have good OCB employees to produce optimal performance. The pre-survey results at this institution show that, on average, 68% of employees have behaved OCB well, while 32% have not behaved OCB well. This result indicates that the organization's employees have not optimally applied OCB behavior.

Researchers in recent years have identified various variables that can influence employee OCB. These variables include organizational culture (Safari *et al.*, 2022), transformational leadership (Çakır & Adıgüzel, 2020; Nurjanah *et al.*, 2020), job satisfaction (Erdianza *et al.*, 2020; Fitriio *et al.*, 2019; Nilawati *et al.*, 2019; Nurjanah *et al.*, 2020), organizational commitment (Fitriio *et al.*, 2019; Nurjanah *et al.*, 2020; Sunaris *et al.*, 2022), work engagement (Gupta *et al.*, 2017), perceived organizational support (Alshaabani *et al.*, 2021; Shaheen *et al.*, 2016), psychological capital (Gupta *et al.*, 2017; Shaheen *et al.*, 2016), and work-life balance (Erdianza *et al.*, 2020). According to these variables, a presurvey was conducted to obtain four variables that most influence the OCB behavior of the Direktorat Sistem Perbendaharaan employees. The pre-survey results showed that the variables of transformational leadership, work-life balance, organizational commitment, and job satisfaction were the most chosen by respondents.

This study will further analyze the effect of transformational leadership, work-life balance, and organizational commitment to OCB with job satisfaction as an intervening variable in the Direktorat Sistem Perbendaharaan. This study is expected to enrich knowledge and provide corrective action input on HR management strategies, especially related to efforts to increase the OCB of government employees in the Direktorat Sistem Perbendaharaan through transformational leadership, work-life balance, organizational commitment, and job satisfaction.

## LITERATURE REVIEWS

### Organizational Citizenship Behavior

Organ (1988) defines OCB as discretionary behavior by individuals not directly or explicitly recognized in the formal reward system but in aggregate that will encourage the more effective functioning of the organization. Furthermore, Organ states that employee

OCB behavior is aimed at increasing performance effectiveness without neglecting the individual productivity goals of employees.

Organ (1988) and Podsakof *et al.* (1990) classify OCB in five dimensions, namely (1) *Altruism*, which refers to the voluntarily behavior of a person in making decisions to assist others in solving different work problems, (2) *Conscientiousness*, which refers to behavior that freely takes decisions to do work at a level better than the minimum level required, such as paying attention to his work, use of time rest, and so on; (3) *Sportmanship*, which refers to the willingness of employees to excuse various situations of dissatisfaction without expressing them, complaining, gossip, blaming, and other trivial matters; (4) *Courtesy*, which refers to the behavior of employees who in their decision-making try to prevent problems in employment relations with others and respect the personal rights of others; (5) *Civic Vertue*, which refers to the level of participation in various activities related to his work.

### **Transformational Leadership**

For civil servants, leadership is one of the determining factors for achieving performance to realize excellent service to the community (Saluy *et al.*, 2020). Robbins & Judge (2013) define transformational leadership as a leader who can inspire followers to transcend their interests for the organization's good and exert tremendous influence on his followers. Not only able to stimulate and inspire followers to achieve extraordinary performance results, but the process of transformational leadership is also considered capable of developing the leadership of followers themselves (Bass & Riggio, 2006). Thus, transformational leadership provides breakthroughs, changes, and updates for progress for employees and the organization.

There are generally four dimensions of transformational leadership, namely: (1) *Charismatic Leadership*, where role model leaders are respected and admired so that followers identify with the leader and want to emulate him; (2) *Inspirational Motivation*, where leaders always motivate, arouse enthusiasm, and challenge their followers; (3) *Intellectual Stimulation*, where the leader actively gathers new ideas and ways of doing things, to stimulate creativity, but not openly in making corrections or criticisms; (4) *Individual Consideration*, where the leader pays attention to the needs and potential to develop others to create an organizational situation or climate that respects the differences of opinion of each individual (Cetin & Kinik, 2015).

Concerning OCB, Robbins & Judge (2013) argue that transformational leaders inspire followers to expend extra effort to achieve group goals. This opinion is reinforced by research showing that increased transformational leadership can influence increasing employee OCB (Abdulrab *et al.*, 2020; Çakır & Adıgüzel, 2020; Nurjanah *et al.*, 2020). The same results were also shown in a study on civil servants conducted by Dwiyanto *et al.* (2022)

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

### **Work-Life Balance**

In simple terms, work-life balance can be interpreted as a balance between work and personal or family life. Clark (2000) defines work-life balance as satisfaction and good functioning at work and home with minimal conflict roles. Work-life balance refers to how employees distribute time between work and other activities (family, personal and social) (Smith *et al.*, 2016). It is closely related to how individual perceptions where work and non-work activities can be aligned and encourage development under the individual's current life priorities (Kalliath & Brough, 2008).

Greenhaus *et al.* (2003) reveal aspects of work-life balance, namely: (1) *Time Balance*, which is the balance of time allocated for work roles and outside work; (2) *Involvement Balance*, which is the same level of psychological involvement in the job role and outside the job; (3) *Satisfaction Balance*, which is the same level of satisfaction in the job role and outside the job.

Work-life balance has four dimensions, namely (1) *Work Interference with Personal Life (WIPL)*, namely the extent to which work can interfere with life outside work; (2) *Personal Life Interference with Work (PLIW)*, namely the extent to which life outside work can interfere with work life; (3) *Personal Life Enhancement of Work (PLEW)*, the extent to which life outside of work can support or improve performance at work; and (4) *Work Enhancement of Personal Life (WEPL)*, which is the extent to which work can improve life outside of work (Cetin & Kinik, 2015; Rahmayati, 2021).

Work-life balance is essential to employee behavior toward their organization, including OCB. It is supported by previous research showing that increasing work-life balance will increase employee OCB (Erdianza *et al.*, 2020; Iroth *et al.*, 2022).

**Hypothesis 2:** *Work-life balance has a positive and significant effect on OCB*

### **Organizational Commitment**

Organizational commitment is one of the determining factors for organizational success (Riyanto *et al.* (2023). According to Meyer & Allen (1997), organizational commitment is a psychological construct that reflects the characteristics of the relationship between organizational members and their organizations, with implications for individual decisions regarding their continuation in the organization. Employees committed to the organization tend to identify its goals, objectives, and expectations of remaining a member. High commitment will encourage one's ability in high-performance demands (Pudjianto *et al.*, 2021).

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

Organizational commitment can be reflected in the tendency of employees to behave OCB. It is reinforced by previous research showing that increasing organizational commitment will increase employee OCB behavior (Fitrio *et al.*, 2019; Nurjanah *et al.*, 2020; Sunaris *et al.*, 2022).

**Hypothesis 3:** *Organizational commitment has a positive and significant effect on OCB*

### **Job Satisfaction**

Job satisfaction is employee attitudes and feelings about their work (Armstrong & Taylor, 2014), that is, the degree to which employees feel positively or negatively about their work in response to their duties and to the psychological and social condition of their work environment (Iqbal *et al.*, 2021; Schermerhorn *et al.*, 2002). Luthans (2011) argues that job satisfaction results from employees' perceptions of how well their jobs deliver things that are considered equally important.

Luthans (2011) revealed that there are five dimensions of job satisfaction, namely (1) *The work itself*, which refers to the extent to which work can provide tasks, learning opportunities, and opportunities to accept responsibility; (2) *Pay*, which relates to the amount of financial remuneration received and the level of equality with other employees in the organization; (3) *Promotion opportunities*, which refer to career advancement opportunities;

(4) *Supervision*, which relates to the supervisor's ability to provide technical assistance and behavioral support; (5) *Coworkers*, who assess the extent of technical and social support skills of colleagues.

Job satisfaction is closely related to OCB (Meilina, 2017; Robbins & Judge, 2013). It is supported by previous research showing that increasing employee job satisfaction will increase OCB behavior (Dwiyanto *et al.*, 2022; Fitrio *et al.*, 2019). A positive OCB will be generated if the organization or administrator can ensure employees are satisfied with their work (Na-Nan *et al.*, 2020).

**Hypothesis 4:** *Job satisfaction has a positive and significant effect on OCB*

Based on various previous studies, increased job satisfaction can be influenced by increased transformational leadership (Winarto & Purba, 2018), increased work-life balance (Erdianza *et al.*, 2020; Nilawati *et al.*, 2019), and increased organizational commitment (Hermawati *et al.*, 2023).

**Hypothesis 5:** *Transformational leadership has a positive and significant effect on job satisfaction*

**Hypothesis 6:** *Work-life balance has a positive and significant effect on job satisfaction*

**Hypothesis 7:** *Organizational commitment has a positive and significant effect on job satisfaction*

In addition, several studies have shown that job satisfaction mediates the effect of transformational leadership on OCB (Aldrin & Yunanto, 2019; Dwiyanto *et al.*, 2022; Maharani *et al.*, 2017), job satisfaction mediates the effect of work-life balance on OCB (Erdianza *et al.*, 2020; Fajri, 2022; Yu *et al.*, 2018), job satisfaction mediates the effect of organizational commitment on OCB (Hermawati *et al.*, 2023).

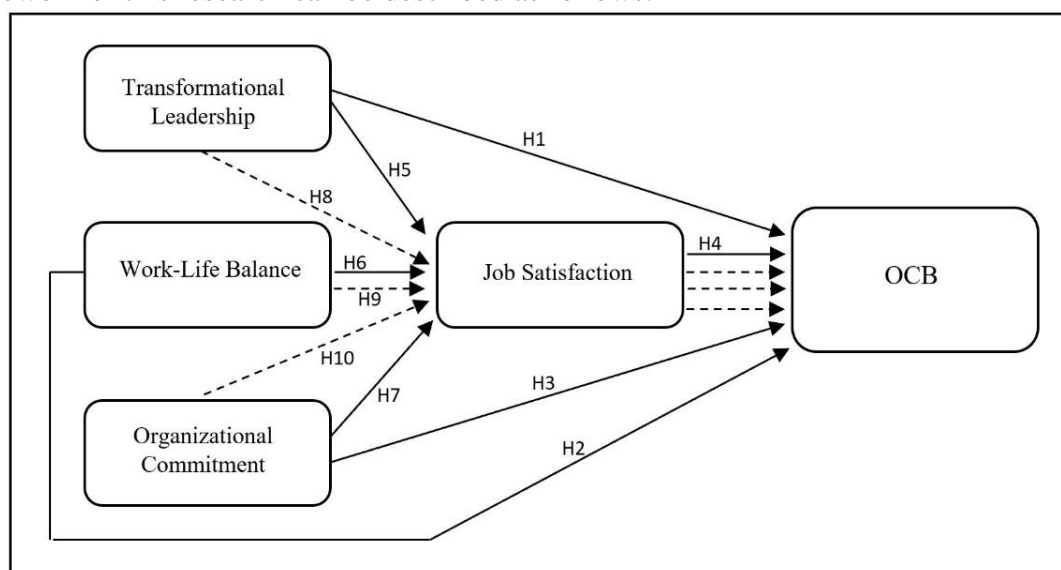
**Hypothesis 8:** *Job satisfaction mediates the influence of transformational leadership on OCB.*

**Hypothesis 9:** *Job satisfaction mediates the effect of work-life balance on OCB.*

**Hypothesis 10:** *Job satisfaction mediates the effect of organizational commitment to OCB*

### Conceptual Framework

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



**Figure 1. Conceptual Framework**

## METHODS

This study is explanatory research with a quantitative approach designed to investigate the effect of transformational leadership (X1), work-life balance (X2), and organizational commitment (X3) on OCB (Y2) with job satisfaction (Y1) as an intervening variable. The study population was civil servants at the Direktorat Sistem Perbendaharaan, with a sample of 91 respondents.

Data collection is carried out through questionnaire instruments whose measurements are under the dimensions of each variable. The data obtained is then processed and analyzed using SEM-PLS (Structural Equation Modeling-Partial Least Square). Each hypothesis will be tested and analyzed through the SmartPLS application.

## RESULTS AND DISCUSSION

### Profiles of the Respondents

The respondents in this study were 91 civil servants at the Direktorat Sistem Perbendaharaan, Ministry of Finance of the Republic of Indonesia. The respondents comprised 74% men and 26% women, 9% were Diploma 1/Senior High School graduates, 18% had Diploma III education, 49% had Bachelor / Diploma IV education, and 24% had Master education. Based on age distribution, 31% were aged 20-29, 44% were aged 30-39, and 25% were aged 40-49. By position, 78% are staff (executive officers), 18% are supervisory officers (Echelon IV), and 2% are administrator officers (Echelon III).

### Measurement Model (Outer Model)

Table 1. Outer Model Result Summary

Variable		Loading Factor	Average Variance Extracted	Cronbach's Alpha	Composite Reliability	Cross Loading				
						X1	X2	X3	Y1	Y2
Transformational Leadership (X1)	TL1	0,871	0,717	0,968	0,970	0,871	0,491	0,061	0,554	0,834
	TL10	0,866				0,866	0,486	0,027	0,375	0,521
	TL11	0,846				0,846	0,445	-0,023	0,302	0,443
	TL12	0,882				0,882	0,435	0,018	0,320	0,463
	TL13	0,766				0,766	0,382	0,000	0,233	0,347
	TL2	0,867				0,867	0,486	0,119	0,586	0,856
	TL3	0,874				0,874	0,496	0,132	0,593	0,872
	TL4	0,765				0,765	0,509	-0,043	0,314	0,462
	TL5	0,889				0,889	0,458	-0,048	0,360	0,516
	TL6	0,864				0,864	0,407	-0,027	0,290	0,434
	TL7	0,848				0,848	0,428	0,021	0,295	0,437
	TL8	0,816				0,816	0,308	0,068	0,228	0,378
	TL9	0,844				0,844	0,441	0,034	0,324	0,453
Work-Life Balance (X2)	WLB10	0,676	0,618	0,930	0,941	0,340	0,676	0,319	0,369	0,517
	WLB11	0,896				0,421	0,896	0,152	0,475	0,536
	WLB12	0,842				0,431	0,842	0,161	0,332	0,442
	WLB2	0,812				0,382	0,812	0,159	0,437	0,488
	WLB3	0,784				0,351	0,784	0,185	0,354	0,383
	WLB4	0,680				0,487	0,680	0,034	0,374	0,528
	WLB5	0,823				0,505	0,823	-0,088	0,404	0,483
	WLB7	0,792				0,416	0,792	-0,077	0,326	0,450
	WLB8	0,778				0,428	0,778	-0,092	0,260	0,353
	WLB9	0,750				0,427	0,750	0,028	0,294	0,423
Organizational Commitment (X3)	OC1	0,776	0,547	0,889	0,905	-0,020	0,027	0,776	0,243	0,055
	OC2	0,804				0,079	0,125	0,804	0,261	0,252
	OC3	0,824				0,079	0,117	0,824	0,331	0,153
	OC4	0,698				-0,026	0,047	0,698	0,171	0,048
	OC5	0,665				0,051	0,034	0,665	0,108	0,151
	OC6	0,839				0,026	0,164	0,839	0,306	0,249
	OC8	0,657				-0,003	-0,057	0,657	0,118	0,052
	OC9	0,619				0,000	-0,103	0,619	0,082	-
										0,008
Job	JS1	0,846	0,651	0,962	0,965	0,396	0,429	0,223	0,846	0,579

<b>Satisfaction (Y1)</b>	JS10	0,839				0,437	0,357	0,316	0,839	0,639
	JS11	0,821				0,392	0,319	0,333	0,821	0,575
	JS12	0,824				0,476	0,462	0,082	0,824	0,522
	JS13	0,821				0,363	0,305	0,126	0,821	0,425
	JS14	0,833				0,488	0,469	0,155	0,833	0,605
	JS15	0,827				0,441	0,486	0,204	0,827	0,592
	JS2	0,817				0,346	0,444	0,269	0,817	0,543
	JS3	0,804				0,361	0,463	0,279	0,804	0,545
	JS4	0,730				0,236	0,259	0,290	0,730	0,404
	JS5	0,772				0,276	0,232	0,296	0,772	0,382
	JS6	0,663				0,235	0,293	0,269	0,663	0,431
	JS7	0,852				0,435	0,443	0,337	0,852	0,667
	JS8	0,780				0,394	0,339	0,320	0,780	0,599
	JS9	0,855				0,401	0,307	0,304	0,855	0,592
<b>Organizational Citizenship Behavior (Y2)</b>	OCB1	0,909	0,735	0,974	0,976	0,611	0,547	0,160	0,602	0,909
	OCB10	0,902				0,611	0,516	0,285	0,589	0,902
	OCB11	0,870				0,637	0,555	0,124	0,596	0,870
	OCB12	0,851				0,665	0,561	-0,012	0,610	0,851
	OCB13	0,846				0,541	0,548	0,246	0,569	0,846
	OCB14	0,772				0,517	0,382	0,223	0,445	0,772
	OCB15	0,880				0,585	0,548	0,307	0,629	0,880
	OCB2	0,930				0,686	0,545	0,097	0,637	0,930
	OCB3	0,807				0,618	0,541	-0,083	0,592	0,807
	OCB4	0,875				0,611	0,501	0,294	0,593	0,875
	OCB5	0,752				0,444	0,457	0,139	0,517	0,752
	OCB6	0,919				0,673	0,554	0,133	0,639	0,919
	OCB7	0,729				0,429	0,365	0,315	0,477	0,729
	OCB8	0,888				0,691	0,490	0,264	0,607	0,888
	OCB9	0,900				0,634	0,511	0,190	0,620	0,900

1. Validity Test

a. Convergent Validity

Figure 2 shows the relationship between constructs and all question items with an outer loading value of >0.60. Thus, all items have met the convergent validity requirements for explanatory research (Hair *et al.*, 2019).

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

b. Discriminant Validity

Table 2. Heterotrait-Monotrait Ratio (HTMT)

	Transformational Leadership	Job Satisfaction	Organizational Commitment	Organizational Citizenship Behavior	Work-Life Balance
<b>Transformational Leadership</b>					
<b>Job Satisfaction</b>	0,439				
<b>Organizational Commitment</b>	0,077	0,301			
<b>Organizational Citizenship Behavior</b>	0,648	0,690	0,215		
<b>Work-Life Balance</b>	0,550	0,480	0,193	0,614	

The results in Table 2 above show that HTMT values have met the validity criteria, namely, all values < 0.9 (Hair *et al.*, 2019). It means that the variance divided by each variable is higher against its measurement item when compared to being divided by other variable items. Therefore, the evaluation of discriminant validity with HTMT is fulfilled.

In the cross-loading value shown in Table 1, the overall correlation value of the construct with the indicator is higher than that of other constructs. It means that each measurement item correlates more strongly with the measured variable. Therefore, it can

be concluded that the latent construct of each variable is valid because it has fulfilled the discriminant validity by cross-loadings.

## 2. Reliability Test

Based on the results in Table 1, the construct in this study is declared *reliable*, shown by *Cronbach's alpha* value > 0.6 and *composite reliability* value > 0.6. Overall, the variables transformational leadership (X1), work-life balance, organizational commitment, job satisfaction, and OCB have acceptable levels of reliability.

## Structural Model (Inner Model)

### 1. Collinearity Statistics (VIF)

Table 3. Collinearity Statistics (VIF)

	Job Satisfaction	Organizational Citizenship Behavior
Transformational Leadership	1.400	1.563
Job Satisfaction		1.579
Organizational Commitment	1.012	1.128
Work-Life Balance	1.414	1.530

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

### 2. Coefficient of Determination Testing (R-Square/R<sup>2</sup>)

Table 4. R-Square

	R-square
Job Satisfaction (R1 <sup>2</sup> )	0.367
Organizational Citizenship Behavior (R2 <sup>2</sup> )	0.674

Table 4 above shows the *R-Square* value for job satisfaction of 0.367 in the weak category (Hair *et al.*, 2019) and OCB of 0,674 in the moderate category (Hair *et al.*, 2019). *R-Square* value of 0.367 reflects that the variability of the job satisfaction construct can be explained in this study by 36.7%. As for OCB, this study amounted to 67.4%. The rest is explained by other variables not contained in this study.

### 3. Goodness of Fit (Q-Square)

The *goodness of Fit* rating is based on the *Q-Square* value. The magnitude of the *Q-Square* value is in the range of  $0 < Q^2 < 1$ , where closer to 1 means the model is a better fit with the data (Irwan *et al.*, 2015). The *Q-Square* value is obtained from the following calculation results:

$$\begin{aligned}
 Q\text{-Square} &= 1 - [(1 - R1^2) \times (1 - R2^2)] \\
 &= 1 - [(1 - 0.367) \times (1 - 0.674)] \\
 &= 1 - (0.633 \times 0.326) \\
 &= 1 - 0.206358 \\
 &= \mathbf{0.79}
 \end{aligned}$$

The result of the calculation above yields a *Q-Square* value of 0.79. This value shows the large variety of research data that can be explained by the research model, which is 79%, while other factors outside this research model explain the remaining 21%. The calculation results reflect that this research model is stated to have good *goodness of fit*.



### 4. Test the Hypothesis

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

Table 5. Hypothesis Test Results

Hypothesis	Influence	Original SAMPLE	T-statistics	P-values	Result
H1	Transformational Leadership -> OCB	0.418	4.402	0.000	Accepted
H2	Work-Life Balance -> OCB	0.189	1.737	0.082	Rejected
H3	Organizational Commitment -> OCB	0.045	0.625	0.532	Rejected
H4	Job Satisfaction -> OCB	0.378	3.537	0.000	Accepted
H5	Transformational Leadership -> Job Satisfaction	0.321	3.197	0.001	Accepted
H6	Work-Life Balance -> Job Satisfaction	0.271	2.283	0.022	Accepted
H7	Organizational Commitment -> Job Satisfaction	0.271	2.719	0.007	Accepted
H8	Transformational Leadership -> Job Satisfaction -> OCB	0.121	2.056	0.040	Accepted
H9	Work-Life Balance -> Job Satisfaction -> OCB	0.102	1.869	0.062	Rejected
H10	Organizational commitment -> Job Satisfaction -> OCB	0.103	2.308	0.021	Accepted

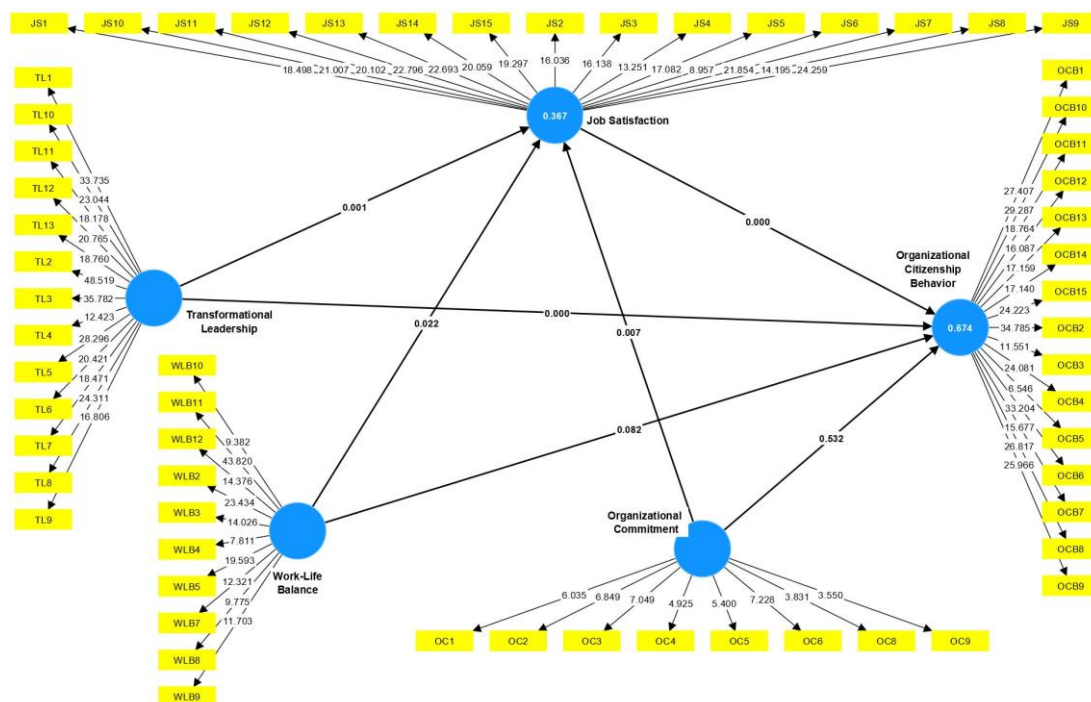


Figure 2. Path Coefficient

### Discussion

H1 is received with test results that show the original sample value of 0.418, T-Statistics of 4.402, and P-Values of 0.000. It is known that transformational leadership has a positive and significant effect on OCB, indicating that any improvement in transformational leadership will increase the OCB of Direktorat Sistem Perbendaharaan employees. These results are in line with previous research by Nurjanah *et al.* (2020), Abdulrab *et al.* (2020), Çakır (2020), and Dwiyanto *et al.* (2022)

**H2** is rejected with test results showing the original sample value of 0.189, T-Statistics of 1.737, and P-Values of 0.082. It is known that work-life balance has no significant effect on OCB, indicating that any increase in work-life balance does not optimally increase the OCB of the Direktorat Sistem Perbendaharaan employees. These results contradict the research of Erdianza *et al.* (2020) and Iroth *et al.* (2022), revealing the effect of *work-life balance* on OCB.

**H3** is rejected with test results showing the original sample value of 0.045, T-Statistics of 0.625, and P-Values of 0.532. It is known that organizational commitment has no significant effect on OCB, which indicates that any increase in organizational commitment does not optimally increase the OCB of Direktorat Sistem Perbendaharaan employees. This result contradicts the opinion of Luthans (2011), which states that organizational commitment is closely related to OCB, as well as the results of research by Tjahjono *et al.* (2018) and Fitrio (2019) who revealed the influence of organizational commitment to OCB.

**H4** is received with test results that show the original sample value of 0.378, T-Statistics of 3.537, and P-Values of 0.000. It is known that job satisfaction has a positive and significant effect on OCB, which indicates that any increase in job satisfaction will increase the OCB of employees of the Direktorat Sistem Perbendaharaan. These results align with the theories that Robbins & Judge (2013) and Luthans (2011) expressed that job satisfaction correlates with OCB. In addition, these results are supported by the research of Fitrio *et al.* (2019) and Dwiyanto *et al.* (2022), which prove the effect of job satisfaction on OCB.

**H5** is received with test results showing the original sample value of 0.321, T-Statistics of 3.197, and P-Values of 0.001. It is known that transformational leadership has a positive and significant effect on job satisfaction, which indicates that any improvement in transformational leadership will increase employee job satisfaction in the Direktorat Sistem Perbendaharaan. These results align with the research of Winarto and Purba (2018).

**H6** is received with test results showing the original sample value of 0.271, T-Statistics of 2.283, and P-Values of 0.022. It is known that work-life balance has a positive and significant effect on job satisfaction, which indicates that every increase in work-life balance will increase employee job satisfaction in the Direktorat Sistem Perbendaharaan. These results align with the research of Nilawati *et al.* (2019) and Erdianza *et al.* (2020).

**H7** is received with test results showing the original sample value of 0.271, T-Statistics of 2.719, and P-Values of 0.007. It shows that organizational commitment has a positive and significant effect on job satisfaction, which indicates that any increase in organizational commitment will increase employee job satisfaction in the Direktorat Sistem Perbendaharaan. These results align with the research of Hermawati *et al.* (2023).

**H8** is received with test results that show the original sample value of 0.121, T-Statistics of 2.056, and P-Values of 0.040. It suggests that job satisfaction mediates the influence of transformational leadership on OCB, or transformational leadership has a positive and significant effect indirectly on OCB. These results are in line with the research of Maharani *et al.* (2017), Aldrin & Yunanto (2019), and Dwiyanto *et al.* (2022). Based on the hypothesis test results, it is known that the value of transformational leadership's influence on OCB is higher than its indirect influence through job satisfaction intermediaries. It shows that in this construct, partial mediation occurs.

**H9** is rejected with test results showing the original sample value of 0.102, T-Statistics of 1.869, and P-Values of 0.062. It suggests that job satisfaction does not mediate the effect of work-life balance on OCB. These results contradict research conducted by Yu *et al.* (2018), Erdianza *et al.* (2020), and Fajri (2022), who revealed that job satisfaction mediates the effect of work-life balance on OCB.

**H10** is received with test results showing the original sample value of 0.103, T-Statistics of 2.308, and P-Values of 0.021. It suggests that job satisfaction mediates the

influence of organizational commitment to OCB, or organizational commitment has a positive and significant indirect effect on OCB. These results align with the research of Hermawati *et al.* (2023). Based on the study's results, it is known that organizational commitment in its direct influence shows insignificant results, but if through intermediaries, job satisfaction will produce significant value. These results indicate that in this construct, there is complete mediation.

## CONCLUSION

This study concludes as follows: transformational leadership has a positive and significant effect on OCB, work-life balance has a positive and insignificant effect on OCB, organizational commitment has a positive and insignificant effect on OCB, job satisfaction has a positive and significant effect on OCB, transformational leadership has a positive and significant effect on job satisfaction, work-life balance has a positive effect and significant on job satisfaction, organizational commitment has a positive and significant effect on job satisfaction, job satisfaction mediates the effect of transformational leadership on OCB (partial mediation), job satisfaction does not mediate the effect of work-life balance on OCB, job satisfaction mediates the effect of organizational commitment to OCB (complete mediation).

The study had some limitations. Firstly, participants only include government employees at the Direktorat Sistem Perbendaharaan, one of the organizational units under the Ministry of Finance of the Republic of Indonesia, and do not consider other organizational units. Secondly, the study only analyzed transformational leadership, work-life balance, organizational commitment, and job satisfaction as variables affecting OCB. In this regard, future research can be carried out in other organizational units of government or a broader scope. Future research also needs to consider using other variables affecting OCB, such as organizational culture, work engagement, perceived organizational support, psychological capital, and procedural fairness.

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