

E-ISSN: 3108-4176

APSSHS

Academic Publications of Social Sciences and Humanities Studies

2020, Volume 1, Page No: 35-42

Available online at: <https://apsshs.com/>

Annals of Organizational Culture, Leadership and External Engagement Journal

Transformational Leadership and Job Satisfaction on OCB: The Mediating Role of Organizational Commitment in Indonesia's Education Inspectorate

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Abstract

This study investigates how transformational leadership and job satisfaction influence Organizational Citizenship Behavior (OCB), considering organizational commitment as a mediating factor. Data were obtained from 196 civil servants employed at the Inspectorate General of the Ministry of Education and Culture, Jakarta, Indonesia. The analysis was conducted using the Partial Least Squares (PLS) technique. The findings indicate that: (1) Transformational leadership positively and significantly shapes organizational commitment; (2) Job satisfaction exerts a positive and significant impact on organizational commitment; (3) Organizational commitment enhances OCB significantly; (4) Transformational leadership directly strengthens OCB; (5) Job satisfaction also positively contributes to OCB; (6) Transformational leadership indirectly promotes OCB through organizational commitment; and (7) Job satisfaction indirectly promotes OCB through organizational commitment.

Keywords: Transformational leadership, Job satisfaction, Organizational commitment, Organizational Citizenship Behavior (OCB)

How to cite this article: Fischer D, Meier L. Transformational Leadership and Job Satisfaction on OCB: The Mediating Role of Organizational Commitment in Indonesia's Education Inspectorate. *Ann Organ Cult Leadersh Extern Engagem J.* 2020;1:35-42. <https://doi.org/10.51847/PpD1BkqhuX>

Received: 23 February 2020; **Revised:** 26 April 2020; **Accepted:** 03 May 2020

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Introduction

People are the central force driving any organization's success. In modern management perspectives, employees are no longer seen merely as workforce inputs but as organizational assets that require continuous development. Sustainable achievement of institutional goals depends on individuals who can responsibly fulfill organizational expectations and contribute positively to society. Within this framework, employees of the Inspectorate General of the Ministry of Education and Culture are expected to display behavior aligned with institutional standards—both within their defined job roles and in voluntary, extra-role activities known as Organizational Citizenship Behavior (OCB).

OCB represents self-initiated actions that enhance organizational effectiveness without direct compensation. Employees who exhibit OCB perform helpful acts spontaneously, often without seeking acknowledgment. As noted by Chahal and Mehta (in Winoto [1]), such behaviors reduce absenteeism and turnover while increasing satisfaction, loyalty, and retention. However, based on internal observations and attendance reports, certain employees within the Inspectorate still show inconsistencies in maintaining punctuality and attendance.

To promote stronger OCB, organizations must identify what motivates it. According to Organ *et al.* [2], the antecedents of OCB include:

- (1) personal attributes (such as skills, experience, and personality traits),
- (2) work attitudes (including commitment, perceived support, and satisfaction), and
- (3) contextual influences (like leadership approach and job environment).



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This study focuses on organizational commitment, transformational leadership, and job satisfaction as key variables for enhancing OCB within dynamic public-sector contexts.

Research by Jo and Joo [3], Oemar [4], and Sahertian [5] identified organizational commitment as a major determinant of OCB. Employees who feel emotionally attached to their institutions are more inclined to stay longer, perform better, and show higher levels of voluntary contribution. Commitment, as part of attitudinal behavior, is strongly linked to organizational success through its effect on performance and reduced turnover.

Leadership also plays a crucial role. Transformational leaders, through inspiration and vision, encourage followers to engage in behaviors that go beyond formal job descriptions. Subordinates who admire and trust their leaders are more motivated to exert extra effort toward achieving organizational objectives.

In addition, job satisfaction has a strong association with OCB. As defined by Sani [6], job satisfaction reflects an individual's overall evaluation of their work and the perceived fairness of rewards received. Employees who are satisfied with their jobs are generally more willing to contribute voluntarily and display supportive behavior. In contrast, dissatisfaction leads to disengagement and negativity [7].

Based on these considerations, it becomes essential to analyze the factors influencing OCB among public employees. Therefore, this research—titled “The Impact of Transformational Leadership and Job Satisfaction on Organizational Citizenship Behavior (OCB) with Organizational Commitment as a Mediating Variable”—aims to explore these relationships comprehensively. The study's novelty lies in being the first investigation conducted at the Inspectorate General of the Ministry of Education and Culture, Jakarta, integrating organizational commitment as a mediating construct between transformational leadership, job satisfaction, and OCB.

Literature review

Organizational citizenship behavior (OCB)

Organizational Citizenship Behavior (OCB) belongs to the field of organizational behavior and represents actions that are often unnoticed or unofficially acknowledged. According to Robbins and Judge [8], OCB refers to voluntary conduct that is not part of formal job responsibilities yet enhances the organization's overall effectiveness. This kind of behavior is also recognized as “extra-role behavior.” It encompasses actions beyond regular employee duties, such as avoiding unnecessary disputes, offering help without arrogance, diligently performing tasks, engaging in organizational initiatives, and exceeding expected performance standards [9].

From these perspectives, OCB can be described as a form of voluntary work behavior that surpasses assigned obligations and is performed sincerely without direct orders from the employer. Such behavior is particularly advantageous for organizations operating in highly competitive environments. Organ *et al.* [2] categorize OCB into five key dimensions: altruism, sportsmanship, civic virtue, conscientiousness, and courtesy.

Organizational commitment

Luthans [10] defines organizational commitment as a strong desire to remain part of an organization, a willingness to contribute to its success, and a belief in its principles and objectives. These elements reflect an individual's loyalty to the organization, with each member showing consistent concern for its progress. Similarly, Greenberg and Baron [11] explain organizational commitment as the extent to which employees engage with and wish to stay within their organization, demonstrating loyalty and a readiness to give their best performance.

Organizational commitment arises from both personal attributes and environmental or organizational factors. It serves as a collective agreement that helps guide members toward shared goals, establishes a fair reward system, and defines sanctions when necessary. These arrangements serve as behavioral references for employees when performing their roles and responsibilities [4].

In summary, organizational commitment reflects the level of identification and attachment an employee feels toward an organization and its mission, along with their intention to remain involved. It also indicates a sense of allegiance to the organization. Allen and Meyer [12] categorize this concept into three components: affective, normative, and continuance commitment.

Transformational leadership

Bass [13] describes leadership as the act of guiding others toward achieving the leader's vision. In *Bass and Stogdill's Handbook of Leadership*, he defines leadership as an interaction among group members involving the structuring or restructuring of roles, perceptions, and expectations. Bass [13] differentiates between two main leadership types—transformational and transactional—depending on the leader's ethical standards, values, and behavior patterns.

Transactional leadership operates through exchanges between leaders and followers, where rewards or punishments depend on performance outcomes. Transformational leadership, however, is grounded in mutual trust, where leaders inspire subordinates through motivation, personal attention, and awareness-raising efforts.

Transformational leadership aligns closely with the principles of decentralization, empowering visionary and innovative leaders to expand institutional growth without being constrained by rigid operational procedures. Bass, as cited in Jha [14], considers transformational leadership as a developmental model for human resources, emphasizing trust, admiration, commitment, and respect for the leader. Such leaders encourage subordinates to perform beyond expectations.

According to Robbins and Judge [15], transformational leaders inspire followers to prioritize organizational objectives over personal gains and exert an exceptional influence on them. Likewise, Antonakis *et al.* (as cited in Syamsudin [16]) describe transformational leadership as proactive, enhancing followers' awareness of shared goals, and assisting them in reaching peak performance levels.

In essence, transformational leadership refers to a leader's capacity to inspire, empower, and influence subordinates to exceed expectations and prioritize the collective interest. Bass (as cited in Lyndon & Rawat [17]) identifies four main dimensions of transformational leadership: charisma or idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Job satisfaction

Newstrom [18] describes job satisfaction as a collection of emotional reactions or favorable attitudes that employees display toward their occupation. It reflects how individuals emotionally evaluate aspects of their work, expressing varying degrees of approval or disapproval. Kinicki and Williams [19] define it as a person's emotional or affective response to different elements of their job. Similarly, Umar [20] notes that job satisfaction represents how enjoyable or unpleasant employees find their tasks. In line with this, Mathis and Jackson [21] view job satisfaction as a pleasant emotional state that arises from evaluating one's work experiences.

Drawing from these definitions, job satisfaction can be interpreted as an employee's internal judgment about their level of happiness or disappointment based on whether the outcomes of their efforts meet personal expectations, desires, or perceptions. According to Robbins and Judge, as cited in Puspitawati and Riana [22], job satisfaction can be assessed using five key indicators: the nature of the job, salary or compensation, promotional opportunities, leadership or supervision, and peer relationships.

Research hypotheses

H1: Transformational leadership positively and significantly influences organizational commitment.

H2: Job satisfaction positively and significantly influences organizational commitment.

H3: Organizational commitment positively and significantly affects OCB.

H4: Transformational leadership positively and significantly affects OCB.

H5: Job satisfaction positively and significantly affects OCB.

H6: Transformational leadership has a positive and significant impact on OCB when mediated by organizational commitment.

H7: Job satisfaction has a positive and significant impact on OCB when mediated by organizational commitment.

The relationships among these hypotheses are visually summarized in the conceptual framework below:

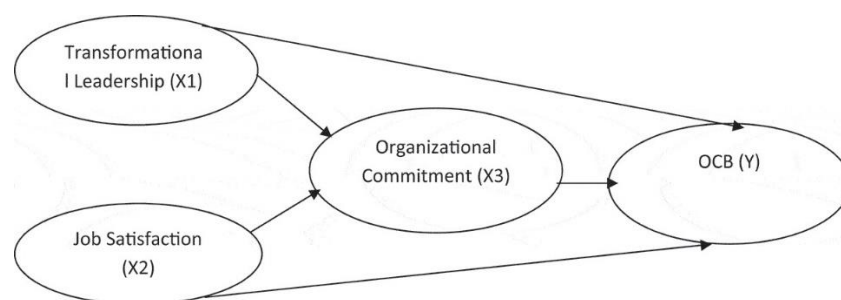


Figure 1. Research Model

Materials and Methods

This research was implemented at the Inspectorate General of the Ministry of Education and Culture. Data collection involved distributing questionnaires to all civil servants (PNS). Sampling employed a probability-based simple random sampling method. Based on the sample size determination formula proposed by Robert V. Krejcie and Daryle W. Morgan in their paper "Small Sample Techniques" (National Education Association, NEA), a total of 196 respondents were selected.

The survey instrument contained 37 structured items measured on a five-point Likert scale:

- 1 = Strongly Disagree / Never
- 2 = Disagree / Rarely
- 3 = Neutral / Sometimes

- 4 = Agree / Often
- 5 = Strongly Agree / Always

Data were analyzed using the Partial Least Squares (PLS) approach, a variance-based alternative to Structural Equation Modeling (SEM) suitable for predictive and exploratory research designs.

Results and Discussion

Data testing outcomes

Validity assessment

The convergent validity of indicators was determined using loading factor values, which represent the correlation between each indicator and its associated latent variable. Within the PLS framework, indicators are considered valid when loading values fall between 0.5 and 0.6 or higher. All variables in this study achieved loading values exceeding 0.5, confirming their validity. Detailed results are presented in **Table 1**.

Table 1. Loading Factor Results

Transformational Leadership (X1)	Loading Value	Job Satisfaction (X2)	Loading Value	Organizational Commitment (X3)	Loading Value	Organizational Citizenship Behavior (Y)	Loading Value
TL ₁	0.766	JS ₁	0.750	OCmt ₁	0.761	OCB ₁	0.739
TL ₂	0.791	JS ₂	0.780	OCmt ₂	0.800	OCB ₂	0.750
TL ₃	0.756	JS ₃	0.798	OCmt ₃	0.887	OCB ₃	0.758
TL ₄	0.766	JS ₄	0.792	OCmt ₄	0.746	OCB ₄	0.765
TL ₅	0.798	JS ₅	0.753	OCmt ₅	0.838	OCB ₅	0.791
TL ₆	0.780	JS ₆	0.811	OCmt ₆	0.864	OCB ₆	0.773
TL ₇	0.792	JS ₇	0.793	OCmt ₇	0.858	OCB ₇	0.789
TL ₈	0.787	JS ₈	0.784	OCmt ₈	0.884	OCB ₈	0.796
—	—	JS ₉	0.805	OCmt ₉	0.882	OCB ₉	0.761
—	—	JS ₁₀	0.762	—	—	OCB ₁₀	0.790

Additionally, discriminant validity was examined to ensure that each measurement accurately represented its latent construct. This was evaluated through the Average Variance Extracted (AVE), where a threshold value greater than 0.5 indicates acceptable discriminant validity for initial research.

According to **Table 2**, every variable produced an AVE score above 0.5, meaning that all constructs demonstrated adequate validity.

Table 2. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Organizational Citizenship Behavior (Y)	0,595
Transformational Leadership (X1)	0,608
Job Satisfaction (X2)	0,613
Organizational Commitment (X3)	0,701

Reliability evaluation

The Composite Reliability test was conducted to assess the internal consistency of the constructs. A variable is considered reliable when its composite reliability exceeds 0.7. As shown in **Table 3**, all constructs recorded reliability coefficients greater than 0.7, suggesting strong reliability across the dataset.

Table 3. Composite Reliability Values

Variable	Composite Reliability
Organizational Citizenship Behavior (Y)	0,925
Transformational Leadership (X1)	0,941
Job Satisfaction (X2)	0,955
Organizational Commitment (X3)	0,936

Table 4. Path Coefficient and T-Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
KT (X1) -> KO (X3)	0,333	0,337	0,062	5,394	0,000	Sig
KK (X2) -> KO (X3)	0,364	0,365	0,071	5,127	0,000	Sig
KO (X3) -> OCB (Y)	0,393	0,389	0,060	6,527	0,000	Sig

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KT (X1) -> OCB (Y)	0,341	0,345	0,067	5,109	0,000	Sig
KK (X2) -> OCB (Y)	0,213	0,213	0,050	4,296	0,000	Sig
KT (X1)-> KO (X3) -> OCB (Y)	0,131	0,132	0,033	3,946	0,000	Sig
KK (X2) -> KO (X3) -> OCB (Y)	0,143	0,142	0,037	3,909	0,000	Sig

Subsequently, **Table 4** illustrates the Path Coefficient and T-Test outcomes. Based on **Table 3**, since each construct's composite reliability score surpassed 0.7, all measurement indicators were deemed dependable, confirming the consistency and reliability of the data used in this study.

Hypothesis testing

To verify each hypothesis, the study relied on significance indicators derived from the structural model. The relationship between independent and dependent variables was examined using the *t*-statistic shown in the Path Coefficient table. The analysis applied an alpha level of 5% ($\alpha = 0.05$) and a *t*-critical value of 1.65. The decision rule states that H_0 is rejected when $p < 0.05$ or when the *t*-statistic > 1.65 . The summary of path coefficients and *t*-values is presented in **Table 4**.

Transformational leadership and organizational commitment

The first hypothesis produced a *t*-value of 5.394 (greater than 1.97) and a *p*-value of 0.000, lower than the threshold of 0.05. Accordingly, H_0 is dismissed and H_a upheld, confirming that transformational leadership positively and significantly affects organizational commitment within the Inspectorate General of the Ministry of Education and Culture.

In essence, employees' loyalty and dedication appear to rise when they perceive leadership as transformational. Stronger leadership of this type is reflected in higher commitment levels. Prior empirical works [16, 23, 24] arrived at comparable results, reinforcing that transformational leadership exerts a notable and favorable effect on organizational commitment among personnel in the same institution.

Job satisfaction and organizational commitment

For the second hypothesis, bootstrap results revealed a *t*-value of 5.127 (exceeding 1.97) and a *p*-value of 0.000, meeting the requirement for statistical significance ($p < 0.05$). Consequently, H_0 is rejected, demonstrating a positive and meaningful connection between job satisfaction and organizational commitment among Inspectorate General employees.

This implies that employees who are more content with their work tend to be more devoted to the organization. Conversely, dissatisfaction can weaken their attachment. Findings from earlier studies [25-28] align with these results, reaffirming that satisfaction is a strong predictor of organizational commitment in this setting.

Organizational commitment and organizational citizenship behavior (OCB)

Testing the third hypothesis yielded a *t*-value of 6.527, greater than the critical threshold of 1.97, and a *p*-value of 0.000, below 0.05. Thus, H_0 is declined and H_a accepted, confirming a positive and significant influence of organizational commitment on OCB within the Inspectorate General.

Employees displaying stronger commitment also tend to engage more in voluntary, cooperative behaviors that go beyond their formal roles. Similar outcomes were reported by Geer *et al.* [29], Jo & Joo [3], Karabay [30], Oemar [4], and Rifai [31], collectively supporting the notion that organizational commitment enhances OCB in this environment.

Transformational leadership and OCB

For the fourth hypothesis, the bootstrap analysis produced a *t*-value of 5.109 (surpassing 1.97) and a *p*-value of 0.000 (< 0.05). Accordingly, H_0 is rejected, showing that transformational leadership significantly and positively shapes OCB among employees in the same ministry.

This suggests that when leaders adopt transformational behaviors, employees tend to show stronger discretionary and collaborative actions. Comparable conclusions were reached in earlier works [14, 16, 32-36], confirming that such leadership styles promote OCB within institutional environments.

Job satisfaction and OCB

Bootstrap testing for the fifth hypothesis resulted in a *t*-value of 4.296 (above 1.97) and a *p*-value of 0.000, indicating significance at the 5% level. Consequently, H_0 is denied and H_a affirmed, verifying that job satisfaction exerts a positive and significant effect on OCB within the Inspectorate General of the Ministry of Education and Culture.

In other words, higher job satisfaction tends to encourage employees to engage in actions that contribute positively to the organization beyond their required duties. Past findings [25, 27, 37, 38]. support the same pattern, emphasizing that satisfaction is a consistent determinant of OCB within this governmental body.

The effect of transformational leadership on OCB through organizational commitment

The bootstrap analysis produced a t -statistic of 3.946, exceeding the critical value of 1.97, with a p -value of 0.000, which is below the 0.05 significance threshold. This means H_0 is rejected, and H_a is accepted. Therefore, organizational commitment serves as a mediating factor in the relationship between transformational leadership and organizational citizenship behavior (OCB).

This outcome suggests that employees' perception of transformational leadership indirectly shapes their OCB through their level of organizational commitment. When transformational leadership is strong, OCB levels rise through greater employee commitment; when leadership quality declines, OCB expressed through commitment also diminishes. Similar evidence was documented by Avolio *et al.* [39], Lyndon & Rawat [17], and Sahertian [5], who concluded that transformational leadership impacts OCB indirectly via organizational commitment. Hence, this study reinforces earlier findings, confirming that at the Inspectorate General of the Ministry of Education and Culture, transformational leadership positively influences OCB through the mediating role of organizational commitment.

The effect of job satisfaction on OCB through organizational commitment

The bootstrap result for the seventh hypothesis revealed a t -value of 3.909 (greater than 1.97) and a p -value of 0.000 (below 0.05), leading to the rejection of H_0 and acceptance of H_a . This confirms that job satisfaction affects OCB indirectly, with organizational commitment acting as the mediator.

The findings indicate that employees' job satisfaction influences their OCB through their organizational commitment. Higher satisfaction strengthens commitment and encourages more citizenship behavior, while lower satisfaction reduces both commitment and OCB. These conclusions correspond with the studies of Dewi & Suwandana [27] and Fanani *et al.* [38], which also demonstrated that job satisfaction significantly influences OCB through organizational commitment. Therefore, this study upholds prior evidence within the same institutional setting, proving that job satisfaction contributes to OCB indirectly through organizational commitment.

Conclusion

The research explored how transformational leadership and job satisfaction influence organizational citizenship behavior, with organizational commitment functioning as a mediating variable. The results of statistical testing lead to the following points:

1. The first hypothesis shows a t -value of 5.394 (> 1.97) and a p -value of 0.000 (< 0.05), meaning transformational leadership has a positive and significant impact on organizational commitment.
2. The second hypothesis records a t -value of 5.127 (> 1.97) and a p -value of 0.000 (< 0.05), proving job satisfaction positively affects organizational commitment.
3. The third hypothesis yields a t -value of 6.527 (> 1.97) and a p -value of 0.000 (< 0.05), showing that organizational commitment significantly influences OCB.
4. The fourth hypothesis presents a t -value of 5.109 (> 1.97) and a p -value of 0.000 (< 0.05), confirming that transformational leadership positively affects OCB.
5. The fifth hypothesis has a t -value of 4.296 (> 1.97) and a p -value of 0.000 (< 0.05), indicating that job satisfaction positively and significantly affects OCB.
6. The sixth hypothesis records a t -value of 3.946 (> 1.97) and a p -value of 0.000 (< 0.05), revealing that organizational commitment mediates the relationship between transformational leadership and OCB.
7. The seventh hypothesis presents a t -value of 3.909 (> 1.97) and a p -value of 0.000 (< 0.05), showing that organizational commitment also mediates the link between job satisfaction and OCB.

In summary, both transformational leadership and job satisfaction directly and indirectly influence OCB through organizational commitment.

Recommendation

Future research should consider exploring additional variables that could influence OCB but were not examined in this study, such as motivation, workload, or organizational communication. Employing different sampling techniques, like purposive sampling or a census method, with larger sample sizes may yield more accurate and generalizable results. Moreover, alternative analytical approaches such as AMOS or LISREL can complement or refine the findings obtained from SEM-PLS. For practical implications, it is suggested that leaders within the Inspectorate General of the Ministry of Education and Culture enhance supervision, enforce discipline—particularly regarding attendance—and strengthen leadership training. Implementing leadership development programs, coaching sessions, and focus group discussions could further promote a transformational leadership culture. Additionally, ensuring that all staff clearly understand and internalize the institution's

vision, mission, goals, and core values may foster a stronger sense of loyalty, unity, and organizational ownership among employees.

Acknowledgments: None

Conflict of interest: None

Financial support: None

Ethics statement: None

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