

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT THE ACEH PROVINCIAL LAND OFFICE

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Abstract

This study aims to analyse the influence of transformational leadership and job satisfaction on organizational citizenship behaviour with organisational commitment as an intervening variable at the Aceh Provincial Land Office, where the dependent variables of this study are transformational leadership and job satisfaction, the independent variable is organizational citizenship behaviour, and the intervening variable is organisational commitment. The population in this study consists of employees of the Aceh Provincial Land Office, including the North Aceh District office, the Lhokseumawe City office and the Bireuen District office. The sampling technique used was simple random sampling, and a sample of 68 respondents was obtained, all of whom are employees of the Aceh Provincial Land Office. The research method used is quantitative, and data analysis is conducted using path analysis. The results of this study indicate that transformational leadership has a significant effect on organisational commitment, job satisfaction has a significant effect on organisational commitment. Transformational leadership has a significant effect on the organisational citizenship behaviour of employees at the Aceh Provincial Land Office, and job satisfaction has a significant effect on the organisational citizenship behaviour of employees at the Aceh Provincial Land Office. Furthermore, organizational commitment has a significant effect on the organizational citizenship behaviour of employees at the Aceh Provincial Land Office, transformational leadership significantly influences organizational citizenship behaviour through organizational commitment as an intervening variable, and job satisfaction significantly influences organizational citizenship behaviour through organizational commitment as an intervening variable.

Keywords: Transformational Leadership, Job Satisfaction, Organizational Commitment And Organization Citizenship Behaviour

INTRODUCTION

Public sector organizations increasingly require employees not only to complete formal duties, but also to demonstrate voluntary behavior that supports service effectiveness. In this context, organizational citizenship behavior (OCB) is important because it reflects employees' willingness to help coworkers, maintain a constructive work climate, tolerate organizational limitations, and participate actively in organizational activities. OCB is not always formally rewarded, yet it strengthens organizational effectiveness and public service performance (Organ et al., 2016; Robbins & Judge, 2018).

The thesis data used in this article were drawn from employees of land offices in Aceh Province. The research problem emerged from the need to strengthen extra-role behavior among employees who work in public land administration. The Land Office has strategic responsibilities related to public accountability, administrative accuracy, and trust in government services. For this reason, employee behavior that exceeds minimum formal obligations becomes relevant to organizational performance and service credibility.

Transformational leadership is one of the central antecedents of OCB. A transformational leader inspires employees, communicates a meaningful vision, gives individual attention, encourages innovation, and stimulates employees to solve problems creatively. Such leadership can build psychological attachment and motivate employees to contribute beyond their formal job descriptions (Luthans, 2020; Maharani & Frianto, 2023).

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Job satisfaction is also important because employees who perceive their work as meaningful, recognized, fair, and supportive tend to respond with positive attitudes toward the organization. Prior studies indicate that job satisfaction is closely related to willingness to perform extra-role behavior, especially when employees experience positive emotions and a supportive work environment (Iqbal Baihaqi et al., 2023; Sholikhah & Frianto, 2022).

Organizational commitment functions as a psychological bond between the employee and the organization. Employees with stronger commitment usually identify with organizational goals, feel responsible for organizational success, and are more willing to display voluntary behaviors. Therefore, this study places organizational commitment as an intervening variable between transformational leadership, job satisfaction, and OCB (Mahardita & Noermijati, 2023; Saputra et al., 2025). The objective of the study is to analyze the direct and indirect effects of transformational leadership and job satisfaction on OCB through organizational commitment.

LITERATURE REVIEW (TNR, 12 BOLD)

OCB refers to voluntary employee behavior that supports organizational effectiveness but is not explicitly required by formal job descriptions. The concept includes helping behavior, conscientiousness, sportsmanship, courtesy, and civic virtue. In public organizations, these behaviors are particularly relevant because service quality depends on collaboration, initiative, and willingness to maintain a positive work climate (Organ et al., 2016; Hasyim & Tukiran, 2024).

Transformational leadership emphasizes the leader's capacity to transform employee motivation through charisma, inspirational motivation, intellectual stimulation, and individualized consideration. In the context of the thesis, transformational leadership was operationalized through indicators such as inspiring employees, charisma, motivation, intelligence in decision-making, innovation, and personal attention. These aspects are expected to increase employee commitment because employees tend to feel valued and involved when leaders provide direction and support (Luthans, 2020; Samsuryaningrum & Umamy, 2024).

Job satisfaction reflects an employee's positive evaluation of work experiences, including achievement, recognition, the work itself, responsibility, advancement, and affiliation. Employees who feel satisfied are more likely to develop constructive emotions and cooperative behavior, which can encourage OCB. Recent studies also show that job satisfaction can act as an important mechanism in strengthening voluntary behavior and employee performance (Alifah & Sulistyarini, 2025; Chalil & Santosa, 2024).

Organizational commitment describes the employee's attachment to organizational values, willingness to contribute to organizational goals, and intention to remain part of the organization. Commitment can become a bridge between positive organizational conditions and OCB because employees who feel attached to the organization tend to respond through loyalty, cooperation, and extra-role contributions (Agatha et al., 2023; Hisyam Prasetya & Frianto, 2025).

Based on this theoretical logic, the study tested seven hypotheses: transformational leadership affects organizational commitment; job satisfaction affects organizational commitment; transformational leadership affects OCB; job satisfaction affects OCB; organizational commitment affects OCB; organizational commitment mediates the effect of transformational leadership on OCB; and organizational commitment mediates the effect of job satisfaction on OCB.

METHOD

This study used a quantitative explanatory approach. The research location was the Land Office in Aceh Province, represented by the North Aceh District Land Office, Lhokseumawe City Land Office, and Bireuen District Land Office. The population consisted of 131 employees. Using Slovin's formula with a 10% precision level and an additional sample adjustment, the final sample consisted of 68 respondents selected through simple random sampling.

Data were collected using a structured questionnaire with a five-point Likert scale: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. The instrument covered four variables: transformational leadership (X1), job satisfaction (X2), organizational commitment (Y1), and OCB (Y2). Each variable was measured through multiple indicators developed from the thesis instrument.

Data analysis was conducted using descriptive statistics, validity testing through corrected item-total correlation, reliability testing using Cronbach's Alpha, classical assumption testing, and path analysis. The path analysis consisted of two structural equations: $Y1 = \beta_{Y1X1}X1 + \beta_{Y1X2}X2 + e1$, and $Y2 = \beta_{Y2X1}X1 + \beta_{Y2X2}X2 + \beta_{Y2Y1}Y1 + e2$. A significance level of 0.05 was applied to evaluate the hypotheses (Ghozali, 2021; Sekaran, 2017).

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Table 1. Population and Sample Distribution

Office	Population	Sample
North Aceh District Land Office	48	25
Lhokseumawe City Land Office	40	21
Bireuen District Land Office	43	22
Total	131	68

Table 2. Research Variables and Indicators

Variable	Code	Indicators	Scale
Transformational leadership	X ₁	Inspiration; charisma; motivation; intelligence; innovation; attention	Likert 1-5
Job satisfaction	X ₂	Achievement; recognition; work itself; responsibility; advancement; affiliation	Likert 1-5
Organizational commitment	Y ₁	Emotional attachment; work involvement; organizational belief; awareness; retention; sense of belonging	Likert 1-5
Organizational citizenship behavior	Y ₂	Helping coworkers; exceeding standards; tolerance; active participation; maintaining relationships; sincerity	Likert 1-5

RESULTS AND DISCUSSION

The study involved 68 respondents from three land offices in Aceh Province. The largest sample came from North Aceh District with 25 respondents, followed by Bireuen District with 22 respondents and Lhokseumawe City with 21 respondents. This distribution reflects the proportional allocation of respondents from the total employee population.

Table 3. Descriptive Statistics of Research Variables

Construct	Items	Minimum	Maximum	Mean	Std. Deviation	Interpretation
Transformational leadership	5	1.00	5.00	3.638	1.062	Agree
Job satisfaction	5	2.00	5.00	3.979	0.957	Agree
Organizational commitment	5	1.05	5.00	3.726	1.057	Agree
Organizational citizenship behavior	6	2.00	5.00	4.215	0.889	Agree

The descriptive results show that all main variables were perceived positively by respondents. OCB produced the highest mean score ($M = 4.215$), followed by job satisfaction ($M = 3.979$), organizational commitment ($M = 3.726$), and transformational leadership ($M = 3.638$). These findings indicate that employees generally agreed with the statements measuring voluntary behavior, satisfaction, commitment, and transformational leadership practices.

Table 4. Validity and Reliability Summary

Construct	Item-total correlation range	Cronbach's Alpha	Decision
Transformational leadership	0.414-0.708	0.766	Reliable
Job satisfaction	0.568-0.809	0.856	Reliable

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Organizational commitment	0.512-0.708	0.835	Reliable
Organizational citizenship behavior	0.459-0.832	0.857	Reliable

The research instrument was valid and reliable. All item-total correlation values were above the r-table value of 0.235, indicating that each item met the validity criterion. Cronbach's Alpha values ranged from 0.766 to 0.857, exceeding the minimum threshold of 0.70, which confirms that the instrument was reliable for further analysis (Ghozali, 2021).

In the first path equation, transformational leadership had a positive and significant effect on organizational commitment ($B = 0.349$; $\beta = 0.325$; $t = 2.536$; $p = 0.014$). Job satisfaction also had a positive and significant effect on organizational commitment ($B = 0.310$; $\beta = 0.287$; $t = 2.242$; $p = 0.028$). The coefficient of determination showed that transformational leadership and job satisfaction explained 29.7% of the variance in organizational commitment.

Table 5. Path Analysis Results for Organizational Commitment

Dependent variable	Predictor	B	Std. Error	Beta	t	Sig.
Organizational commitment	Transformational leadership	0.349	0.138	0.325	2.536	0.014
Organizational commitment	Job satisfaction	0.310	0.138	0.287	2.242	0.028

In the second path equation, transformational leadership had the strongest direct effect on OCB ($B = 0.425$; $\beta = 0.399$; $t = 3.604$; $p = 0.001$). Job satisfaction also significantly affected OCB ($B = 0.240$; $\beta = 0.224$; $t = 2.043$; $p = 0.045$), and organizational commitment significantly affected OCB ($B = 0.249$; $\beta = 0.252$; $t = 2.462$; $p = 0.017$). These results indicate that all proposed direct effects were supported.

Table 6. Path Analysis Results for Organizational Citizenship Behavior

Dependent variable	Predictor	B	Std. Error	Beta	t	Sig.
OCB	Transformational leadership	0.425	0.118	0.399	3.604	0.001
OCB	Job satisfaction	0.240	0.117	0.224	2.043	0.045
OCB	Organizational commitment	0.249	0.101	0.252	2.462	0.017

The indirect effect of transformational leadership on OCB through organizational commitment was 0.082, calculated from 0.325×0.252 . The indirect effect of job satisfaction on OCB through organizational commitment was 0.072, calculated from 0.287×0.252 . Because the direct effects of transformational leadership and job satisfaction on OCB remained significant, organizational commitment can be interpreted as a partial mediator in both relationships.

Table 7. Indirect Effects through Organizational Commitment

Relationship	Direct coefficient	Mediated path	Indirect coefficient	Decision
Transformational leadership -> OCB	0.399	0.325×0.252	0.082	Partial mediation
Job satisfaction -> OCB	0.224	0.287×0.252	0.072	Partial mediation

The findings support the argument that transformational leadership strengthens OCB not only by directly motivating employees, but also by building organizational commitment. Leaders who inspire, motivate, innovate, and give individual attention tend to create an emotional and psychological environment where employees feel more attached to the organization. This result is consistent with studies showing that transformational leadership is linked to OCB and employee performance (Maharani & Frianto, 2023; Samsuryaningrum & Umamy, 2024).

The significant effect of job satisfaction on OCB confirms that satisfied employees are more willing to perform extra-role behavior. When employees feel recognized, responsible, and supported in their work, they are more likely to help colleagues, participate actively, and contribute beyond formal obligations. This finding is in line with prior research showing that job satisfaction and commitment play important roles in explaining OCB (Iqbal Baihaqi et al., 2023; Sholikhah & Frianto, 2022).

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The effect of organizational commitment on OCB indicates that commitment is a crucial internal mechanism in public organizations. Employees who feel emotionally attached and involved in the organization are more likely to show loyalty, tolerance, and sincerity in performing work. This result supports studies that place organizational commitment as an antecedent of OCB (Mahardita & Noermijati, 2023; Saputra et al., 2025). From a managerial perspective, the Land Office should continuously strengthen transformational leadership practices and job satisfaction factors to sustain employee commitment and extra-role behavior.

The results also have theoretical implications for social exchange logic in public organizations. When employees perceive their leaders as supportive and transformational, they tend to form a stronger psychological obligation toward the organization. This obligation is reflected in organizational commitment and then expressed through OCB. Thus, the path model indicates that employee commitment is not merely an attitudinal outcome, but also a behavioral mechanism that connects leadership and satisfaction with voluntary public service behavior.

The managerial implication is that leadership development should not be limited to technical supervision. Public managers need to strengthen inspirational communication, individual consideration, and intellectual stimulation. These leadership behaviors can make employees feel recognized and trusted, which in turn supports commitment and extra-role contributions. Job satisfaction should also be managed through fair recognition, meaningful work, responsibility, and opportunities for advancement.

Table 8. Hypothesis Testing Summary

Hypothesis	Relationship	Result	Decision
H1	Transformational leadership -> Organizational commitment	Positive significant	Accepted
H2	Job satisfaction -> Organizational commitment	Positive significant	Accepted
H3	Transformational leadership -> OCB	Positive significant	Accepted
H4	Job satisfaction -> OCB	Positive significant	Accepted
H5	Organizational commitment -> OCB	Positive significant	Accepted
H6	Transformational leadership -> Organizational commitment -> OCB	Partial mediation	Accepted
H7	Job satisfaction -> Organizational commitment -> OCB	Partial mediation	Accepted

Overall, the accepted hypotheses show that OCB in the Aceh Provincial Land Office is shaped by both organizational conditions and employee attitudes. Transformational leadership provides direction and encouragement, job satisfaction creates positive work evaluation, and organizational commitment strengthens employees' willingness to contribute beyond formal duties. In public service settings, this combination is important because land administration requires accuracy, cooperation, responsiveness, and trust from the community.

The findings further suggest that improving OCB should be approached as a continuous human resource strategy. If leadership practices are inconsistent or if satisfaction factors are neglected, employee commitment may weaken and voluntary behavior may decline. Conversely, when leaders maintain fair treatment, attention, motivation, and support, employees are more likely to internalize organizational goals and maintain constructive behavior in daily public service activities.

CONCLUSION

This study concludes that transformational leadership and job satisfaction have positive and significant effects on organizational commitment. Transformational leadership, job satisfaction, and organizational commitment also have positive and significant effects on OCB among employees of the Aceh Provincial Land Office. Organizational commitment partially mediates the effects of transformational leadership and job satisfaction on OCB.

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The practical implication is that public land administration offices should strengthen transformational leadership through inspirational communication, employee motivation, innovation, problem-solving capacity, and individualized attention. At the same time, management should maintain job satisfaction by recognizing employee achievement, supporting career advancement, and creating a positive work environment. These efforts can reinforce organizational commitment and encourage employees to perform voluntary behaviors that support public service quality.

The limitation of this study is that the sample was restricted to three land offices in Aceh Province, so broader generalization should be made carefully. Future research may expand the sample, include additional variables such as competence, work engagement, organizational culture, and career development, and apply more advanced structural modeling techniques.

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