

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE ON JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT TOWARDS ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

Salsabila Ardian¹, Purnadi², Suyoto³, Muchammad Agung Miftahudin⁴

Universitas Muhammadiyah Purwokerto

E-mail: tugasurnadi@gmail.com

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Abstract

The aim of this study is to examine the relationship between transformational leadership and *Organizational Citizenship Behavior* (OCB), job satisfaction and OCB, as well as organizational commitment and OCB. This study uses a quantitative approach with a purposive method, with 114 employees of PT. Perkebunan Nusantara I Regional 3 Kebun Semugih as respondents. Data were collected through explanatory questionnaires designed using a 5-point Likert scale. The analysis technique applied is partial least squares structural equation modeling (SEM-PLS), processed using smartpls version 3.0. The analysis stages include validity, reliability, and hypothesis testing. The independent variables consist of transformational leadership, job satisfaction, and organizational commitment, while OCB serves as the dependent variable. These findings reveal that transformational leadership, job satisfaction, and organizational commitment have a positive and significant effect on Organizational Citizenship Behavior (OCB). Theoretically, these results reinforce previous research showing that these three variables significantly contribute to the improvement of employees' OCB in smes. Practically, this study suggests that the leaders of PT. Perkebunan Nusantara 1 Regional 3 Kebun Semugih has a positive influence on the enhancement of transformational leadership, foster job satisfaction, and strengthen organizational commitment, thereby encouraging higher levels of OCB and improving employee performance.

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

Introduction

Tea plantations are an important part of the global agricultural industry and are spread across various countries with favorable geographic and climatic conditions. Globally, the five largest tea producing countries are China, India, Kenya, Sri Lanka, and Indonesia. The total land area used for tea cultivation in the world (as of December 2022) shows China leading with $\pm 2,956,447$ ha producing ± 16 million tons, followed by India ($\pm 618,824$ ha) producing ± 6.34 million tons, Sri Lanka ($\pm 268,829$ ha) producing ± 1.43 million tons, Kenya ($\pm 227,800$ ha) producing ± 2.58 million tons, Vietnam ($\pm 112,164$ ha) producing ± 1.36 million tons, and Indonesia in sixth place with $\pm 99,757$ ha producing $\pm 647,000$ tons. The most important province for tea cultivation in Indonesia is Central Java with 8,880 hectares of tea plantations (www.fatherfeeney.org; perpusteknik.com; opendi.co.id). Among them is PT. Perkebunan Nusantara I Regional 3 Semugih Plantation, Moga District, Pemalang Regency as the object of research because the location of the Semugih plantation, Moga District is in the southern part of Pemalang Regency, Central Java, precisely on the northern slopes of Mount Slamet. Based on initial observations and interviews with sources of PT. Perkebunan Nusantara I Regional 3 Semugih Plantation, a phenomenon was found that occurred in the Semugih tea plantation, indicating that the role of transformational leadership style is very much needed in facing organizational dynamics, management efforts in introducing modern technology often receive disapproval from employees worried about losing their jobs. Diverse human resources are often an obstacle, employees at the Semugih tea plantation come from one S1 employee education. Most of the human resources in the company are mostly educated in Elementary School (SD), making it difficult to adapt to a transformational approach that emphasizes participation and innovation. Employee engagement has not been fully achieved. Some workers feel their salaries are not commensurate with their workload, benefits are inadequate, and promotion opportunities are unclear. Furthermore, employees with longer work experience tend to have higher loyalty. Employees focus solely on core

tasks without showing enthusiasm for making additional contributions. Therefore, one thing that must be developed within the company to support the achievement of maximum results is building *Organizational Citizenship Behavior* (OCB) (Tian et al., 2020). Quality human resources will work optimally and professionally. Transformational leadership aims to inspire and motivate followers to achieve higher levels of performance and personal development (Blom, 2024). Previous research has shown that Abdulrab et al., (2020); Saluy & Syawal, (2023); Sulistiasih, (2024) transformational leadership has a positive and significant effect on *organizational citizenship behavior* (OCB). However, different results have been obtained from (Idris et al., 2021) transformational leadership, which has a negative and significant effect on organizational citizenship behavior. In addition to transformational leadership, companies also provide fair and competitive compensation to contribute, making employees feel satisfied and loyal to the company.

Employees feel satisfied with their jobs, they tend to do OCB more often (Shrestha, 2022) in helping coworkers, exceeding expectations, and promoting a positive image of the company. Job satisfaction is a complex construct, measured through global feelings related to one's job or at the aspect level, including salary, coworkers, promotions, and working conditions (Roche, 2024). Previous research by BachtiaR et al., (2024); Nurjanah et al., (2020); Sowmiya & Ramadevi, (2024); Sumathi & Gokula Krishnan, (2025) job satisfaction has a positive and significant effect on OCB. While different results Job satisfaction has a negative and significant effect on OCB (Priyana & Aseanty, 2020). Employees who have high organizational commitment have a strong attachment to the organization so that it can increase behavior (OCB).

Organizational commitment is a voluntary action of employees that contributes positively to organizational effectiveness (Niveditha & Padhy, 2024). Employees with a high level of commitment tend to be more proactive in supporting the achievement of organizational goals and contribute to improving overall performance (Lee & Tantardini, 2025). A conducive and satisfying work environment can foster this commitment while encouraging the emergence of OCB (Singh et al., 2025). In addition, the implementation of an effective performance appraisal system can strengthen the relationship between organizational commitment and Organizational Citizenship Behavior. Various studies by Niveditha & Padhy, (2024); Singh et al., (2025); Садик & Ахмад, (2020), Organizational Commitment has a positive and significant effect on OCB. However, different results Iun & Huang, (2019); Şeşen, (2014) show that organizational commitment is negative and significant on OCB.

The type of research is a replication of an article (Hermawan et al., 2024) with the research title "Transformational Leadership, Job Satisfaction and Organizational Commitment on *Organizational Citizenship Behavior* (OCB) of SMES Employees". The results of this study are that transformational leadership has a positive and significant effect on organizational citizenship behavior (OCB), job satisfaction has a positive and significant effect on organizational citizenship behavior (OCB) and organizational commitment has a positive and significant effect on organizational citizenship behavior (OCB). The difference between this study and previous studies is in the research subjects, the target of this study is focused on PT. Perkebunan Nusantara I Regional 3 Kebun Semugih, Moga District, Pemalang Regency.

Literature review

Grand theory

This research refers to the grand theory proposed by Homans, Blau, and Emerson (1958–1959) explaining employee behavior in the workplace and its relationship to research on social capital, especially networks, norms, and trust. Cropanzano & Mitchell, (2005) explains that understanding employees in the workplace strengthens the persuasive nature of the theory. According to Jiwen Song et al., (2009) states that the idea of social exchange shows that the relationship between employees and organizations is mutually exchanged, which can affect organizational performance. *Social Exchange Theory* (SET) is a theoretical framework that explains how employees perceive job demands and the compensation they receive. When employees perceive that compensation is balanced with work, they tend to engage in OCB. According to Organ (1988) OCB, it is very important for the sustainability of the organization. Several studies have shown that OCB can have a positive impact on organizational success through transformational leadership, job satisfaction, and organizational commitment. In improving positive human resources, employees who display *Organizational Citizenship Behavior* (OCB) are called good citizens. When employees feel treated fairly, given support, and receive benefits from the organization, they will reciprocate through extra-role behaviors such as helping coworkers, showing loyalty, and contributing beyond formal duties.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is defined as "the behavior of individuals who make a positive overall contribution to the organization," meaning individual behavior that makes an overall positive contribution to the organization (Griffin & Moorhead 2013). Based on Social Exchange Theory (SET) introduced by Blau (1964), it explains that the relationship between individuals and organizations is built on the basis of reciprocal social exchange. In organizations, when employees experience positive treatment such as support, fairness, appreciation, and good interpersonal relationships, one form of reciprocity is Organizational Citizenship Behavior (OCB), which is voluntary behavior that is not formally required but contributes to the smoothness and effectiveness of the organization. According to Organ (1988), OCB arises from employee satisfaction, a sense of justice, and trust in the organization. Thus, SET provides a theoretical basis that OCB grows in response to the quality of social exchanges perceived by employees. The more positive the exchange relationship, the more likely employees are to exhibit extra-role behaviors that reflect OCB. Factors influencing OCB include job satisfaction and a supportive work environment, which are crucial for encouraging OCB [Sumathi & Krishnan, 2025]. In addition, perceptions of organizational support and job satisfaction (Refid, 2023). According to (Organ, 1997) in (Wijaya et al., 2024) classifying OCB into five main indicators, namely: 1. Altruism, 2. Conscientiousness, 3. Sportsmanship, 4. Courtesy, 5. Civic virtue

The influence of transformational leadership style on OCB

Transformational leadership is a leadership style carried out by leaders by motivating and empowering those under their responsibility to work together in realizing the company's vision (Tian et al., 2020b). From the perspective of *Social Exchange Theory (SET)*, the relationship between leaders and employees is seen as a reciprocal social exchange process. When leaders provide support, inspiration, individual attention, and encouragement to develop a transformational leadership style, employees will perceive that they receive positive "returns" from the organization (Xueyun et al., 2023). Transformational leadership, characterized by the ability to provide inspiration, motivation, idealized influence, and individual attention, can encourage employees to participate voluntarily. This explains the theoretical cause-and-effect relationship that transformational leadership plays an important role in increasing OCB in the workplace. The relationship between transformational leadership and OCB is well supported.

H1: Transformational leadership style has a positive and significant effect on OCB.

The influence of job satisfaction on OCB

Job satisfaction is a positive emotional state resulting from the evaluation of work or work experiences. It is important for retaining employees in an organization, increasing productivity, reducing employee turnover, and reducing work stress. *Social Exchange Theory (SET)* states that job satisfaction results from a positive exchange between employees and the organization. When employees feel satisfied with fair pay, comfortable working conditions, harmonious working relationships, or development opportunities, they perceive that the organization has provided valuable benefits to them. This positive perception forms a social exchange relationship. (Xueyun et al., 2023) Satisfied employees tend to have stronger intrinsic motivation to behave outside of formal obligations, because they feel valued and have a positive relationship with the organization. The higher the level of job satisfaction felt by employees, the higher their tendency to demonstrate Organizational Citizenship Behavior. According to Organ (1988), explains that OCB is a voluntary behavior that is not directly recognized by the formal system. The level of job satisfaction experienced by employees is influenced by OCB behavior. The higher the job satisfaction, the higher the employee's OCB will be, and conversely, the lower the job satisfaction, the lower the employee's OCB will be (Sun, 2024).

H2: Job satisfaction has a positive and significant effect on OCB.

The influence of organizational commitment on OCB

Organizational commitment is the extent to which employees identify with a particular organization and how they want to maintain their goals and desire to stay in the company (Robbins & Judge, 2019). Organizational commitment is defined as a strong and deep attachment between members in an organization. Organizational commitment also reflects behavior that is in line with the values and culture of organizational integrity, accompanied by an individual's willingness to devote effort, both physically and mentally, in participating in various company activities (Spencer et al., 1983). *Social Exchange Theory (SET)* states that organizational commitment arises when employees perceive that the organization has provided adequate benefits, support, and a sense of fairness. When employees perceive a positive social exchange relationship, such as a supportive work environment, appropriate

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rewards, and organizational concern for their well-being, they will develop a strong affective commitment to the organization. This shows that the stronger an employee's commitment to the organization, the more likely they are to exhibit OCB behavior. Similarly, studies conducted by (Aftab et al., 2020) researchers on organizational commitment can be seen from a person's tendency to behave in OCB.

H3: Organizational commitment has a positive and significant effect on OCB.

Based on the research background and theoretical study above, the conceptual framework of the research is as follows.

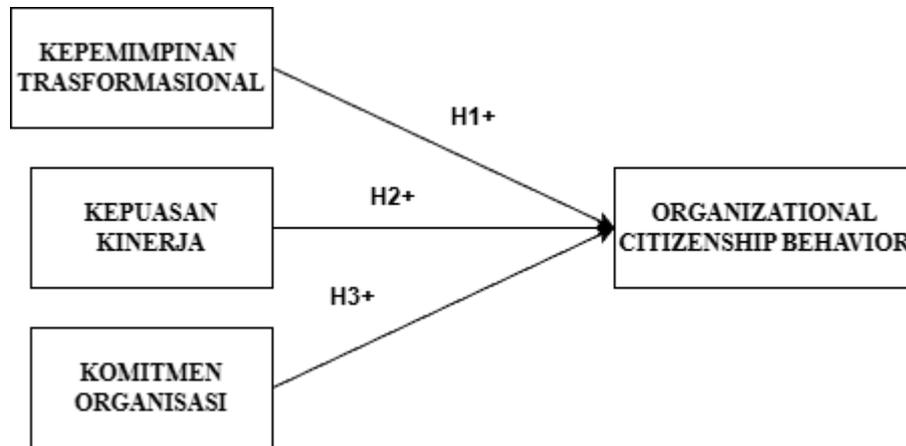


Figure 1. Thinking framework

Method

The method used in this study was a quantitative approach, with a population of 322 people. The sampling technique used purposive sampling. The respondent criteria were permanent employees, still actively working, and not managerial officials. Based on these criteria, 114 respondents were selected as respondents. The data collection instrument used a questionnaire with a Likert scale of 1-5 (Ghozali, 2021). The analysis uses SEM-PLS (Structural Equation Modeling-Partial Least Square). Each hypothesis will be tested and analyzed through the SmartPLS application which is implemented through the outer model analysis procedure to measure Data Validity, Discriminant Validity and Reliability AVE>0.40 and Cronbach's Alpha>0.60 (Hair et al., 2019). Measuring the R-Square value, t-test, and the significance of the structural coefficient. Then, the researcher carried out hypothesis testing (H. I. Ghozali dan H. Latan., 2020). Hypothesis testing is seen from the coefficient value, namely the T-Statistics value or P Values after bootstrapping in the SmartPLS application (Hair et al., 2019).

Results and Discussion

Respondent Profile

Table 1. Respondent Characteristics

Characteristics	Category	Amount	Percentage%
Marital status	Marry	114	100.00
	Not married yet	0	0.00
	AMOUNT	114	100.00
Education	Elementary School	50	4.35
	JUNIOR HIGH SCHOOL	26	2.26
	SENIOR HIGH SCHOOL	36	3.13
	S1	2	0.17
	AMOUNT	114	100.00
Gender	Man	80	6.96
	Woman	34	2.96
	AMOUNT	114	100.00
Age	17-22 years old	0	0.00

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Characteristics	Category	Amount	Percentage%
	23-27 years old	0	0.00
	28-32 years old	3	0.26
	33-37 years old	14	1.22
	> 37 years old	97	8.50
	AMOUNT	114	100.00
Years of service	> 3 months	0	0.00
	1-5 years	0	0.00
	6-10 years	10	0.87
	11-15 years	20	1.75
	16-20 years	22	1.92
	> 20 years	62	5.43
	AMOUNT	114	100.00

Based on Table 1, it can be seen that all employees are married because all of the employees who work have entered the age of marriage. The education level is mostly elementary school because the work only requires routine tasks that do not require complex thinking to complete the work. Gender is dominated by men because the work is more suitable for an employee. Age is dominated by those >37 years and work experience is dominated by >20 years because employees at that age are loyal to the company and can work until retirement.

Table 2. Descriptive Statistical Analysis

Variable s	Items	Missing	Mean	Median	Min	Max	Standard Deviation	Mean Interpretation
OCB 1	I am willing to help with the work of colleagues who are absent from work even if not asked.	0	3,667	4	1	5	1,175	Neutral
OCB 2	I help new employees to adapt to the work environment on a voluntary basis.	0	3,535	4	1	5	1,141	Neutral
OCB 3	I always remind my coworkers to finish their work.	0	3,579	4	1	5	1,099	Neutral
OCB 4	I behave well to maintain interpersonal relationships with coworkers.	0	3,623	4	1	5	1,029	Neutral
OCB 5	I coordinate with my colleagues in carrying out my duties.	0	3,596	4	1	5	1,106	Neutral
OCB 6	I see the problem according to the proposition	0	3,684	4	1	5	1,142	Neutral
OCB 7	I always think positively about the Company	0	3,658	4	1	5	1,115	Neutral
OCB 8	I report to my superiors if there	0	3.64	4	1	5	1,027	Neutral

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Variables	Items	Missing	Mean	Median	Min	Max	Standard Deviation	Mean Interpretation
	are problems with work							
OCB 9	I come immediately if needed for work	0	3,658	4	1	5	1.13	Neutral
KT1	My boss creates an atmosphere that makes me feel comfortable being around him.	0	3,763	4	1	5	1,087	Neutral
KT2	My boss makes me feel proud to do my job because I am noticed.	0	3,649	4	1	5	1,139	Neutral
KT3	My boss explained the task simply	0	3,825	4	1	5	1,126	Neutral
KT4	My boss helps me understand the meaning of work	0	3,737	4	1	5	1,163	Neutral
KT5	My boss encourages thinking in new ways to approach an issue.	0	3,667	4	1	5	1,073	Neutral
KT6	My boss gives me directions regarding performance	0	3,746	4	1	5	1,083	Neutral
KP1	I receive a salary that can cover my living expenses.	0	3,746	4	1	5	0.981	Neutral
KP2	I feel a harmonious working relationship with my colleagues.	0	3,675	4	1	5	1,013	Neutral
KP3	My coworkers can work together to get the job done.	0	3,754	4	1	5	1,056	Neutral
KP4	My coworkers are competent and supportive of each other.	0	3,763	4	1	5	1,037	Neutral
KP5	My coworkers support each other in completing work.	0	3,763	4	1	5	1,029	Neutral
KP6	I received clear instructions regarding the work.	0	3,816	4	1	5	1,022	Neutral
KP7	My boss always gives suggestions on work	0	3,763	4	1	5	0.976	Neutral

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Variables	Items	Missing	Mean	Median	Min	Max	Standard Deviation	Mean Interpretation
KP8	My boss always gives criticism of my work.	0	3,763	4	1	5	1,029	Neutral
KP9	My boss always gives suggestions, criticism or praise for my work.	0	3,833	4	1	5	1,084	Neutral
KM1	I have a strong sense of "belonging" to my organization	0	3,526	3	1	5	1,133	Neutral
KM2	I feel part of the organization's "family"	0	3,667	4	1	5	1,073	Neutral
KM3	I felt I had little choice but to consider leaving the organization.	0	3,658	4	1	5	1,115	Neutral
KM4	I feel it will be difficult to find alternative employment if I leave the organization.	0	3,649	4	2	5	0.973	Neutral
KM5	I would feel guilty if leaving the organization now	0	3,702	4	1	5	1,034	Neutral
KM6	I feel this organization deserves loyalty now.	0	3,737	4	1	5	1,052	Neutral

In the OCB variable, the mean value between 3,535–3,684 with a median of 4 has a neutral mean meaning so that it is necessary to improve extra-role behavior such as helping coworkers in need, maintaining good interpersonal relationships, thinking positively, and providing reports when problems occur in the workplace. Meanwhile, the Transformational Leadership (KT) variable with a mean between 3,649–3,825 with a neutral mean meaning illustrates that employees expect superiors to be able to provide more direction, create a comfortable working atmosphere, explain tasks simply, and help employees understand the meaning of work. The Job Satisfaction (KP) variable which has a mean value of up to 3,833 has a neutral mean meaning. This shows that employees feel dissatisfied with compensation, harmonious relationships between coworkers, clarity of instructions, and the existence of suggestions, criticism, and praise from superiors so that it still needs to be improved. In the Organizational Commitment (KM) variable, all indicators also show a mean value in the range of 3,526–3,737 which has a neutral mean meaning. This indicates that employees lack strong loyalty to the organization, feel a vital part of the work environment, and believe the organization deserves their long-term commitment. Thus, the overall descriptive results show that respondents indicated that aspects of employee behavior, perceptions of leadership, job satisfaction, and commitment to the organization still need improvement.

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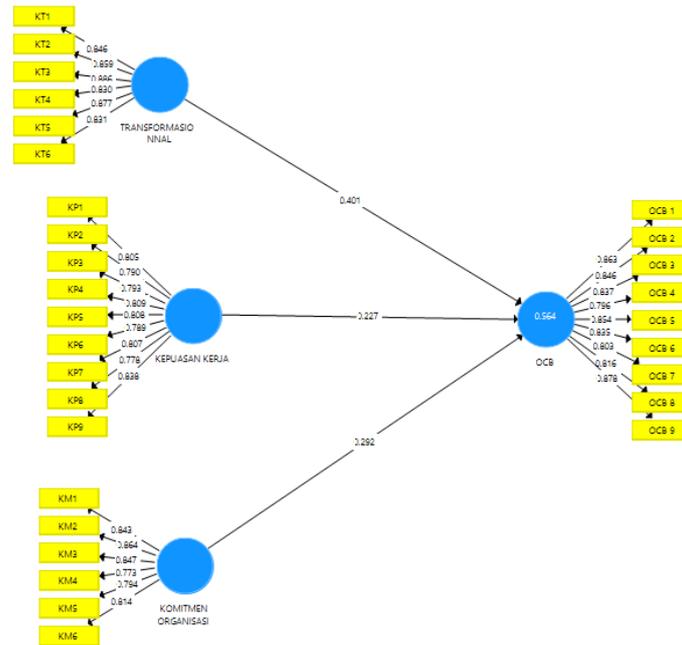


Figure 2. Outer Loading

The measurement model was used to test the reliability and validity of each variable and indicator in this study. Outer loadings <0.50 must be eliminated (H. I. Ghazali dan H. Latan., 2020).

Loading Factors, Cronbach Alpha, CR And AVE.

Table 3. Loading Factors, Cronbach Alpha, CR and AVE.

Variables	Items	Cronbach's Rho A Factor		Composite Reliability	Average Variance Extracted
		Loading	Alpha		
Transformational leadership	KT1	0.846	0.927	0.932	0.942
	KT2	0.859			
	KT3	0.886			
	KT4	0.830			
	KT5	0.877			
	KT6	0.831			
Job satisfaction	KP1	0.805	0.931	0.934	0.942
	KP2	0.790			
	KP3	0.793			
	KP4	0.809			
	KP5	0.808			
	KP6	0.789			
	KP7	0.807			
	KP8	0.778			
	KP9	0.838			
Organizational commitment	KM1	0.843	0.904	0.908	0.926
	KM2	0.864			
	KM3	0.847			
	KM4	0.773			
	KM5	0.794			
	KM6	0.814			
OCB	OCB1	0.863	0.946	0.948	0.955
	OCB2	0.846			
	OCB3	0.837			
	OCB4	0.796			

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Variables	Items	Cronbach's Rho A Factor Loading Alpha	Composite Reliability	Average Variance Extracted
	OCB5	0.854		
	OCB6	0.835		
	OCB7	0.803		
	OCB8	0.816		
	OCB9	0.878		

The test results in Table 3 show the quality of the instruments for all variables in the research on transformational leadership, job satisfaction, organizational commitment, and OCB, with factor loadings >0.50, indicating that each indicator adequately represents its construct. The Cronbach's α of all instruments was deemed highly reliable. Furthermore, the Composite Reliability (CR) value for each variable was >0.90, indicating strong internal consistency. The values of each question item adequately represent the indicators that measure the variables. From the convergent validity aspect, the Average Variance Extracted (AVE) value for construct validity was well met. Overall, the research instrument used met all validity and reliability testing criteria, making it suitable for further analysis on the structural model.

Discriminant validity

Table 4. Discriminant validity

	Satisfaction Work	Commitment organization	OCB	Transformational Leadership
Job satisfaction	0.802			
Organizational commitment	0.662	0.823		
OCB	0.503	0.684	0.837	
Transformational Leadership	0.207	0.604	0.624	0.855

Discriminant validity testing is used to examine the discriminatory power between measurement scales in research. The heterotrait-monotrait discriminant validity (HTMT) limit value should not exceed 0.90 (Hair et al., 2019). Table 2 shows that the overall correlation value of the construct with the indicators is higher than that of the other constructs. This means that each measurement item correlates more strongly with the measured variable.

Inner Model Test

Coefficient of determination testing (r-square/ R^2)

Table 5. R-square

	R-square adjusted
OCB (R^2)	0.889

The r-square value for the *Organizational Citizenship Behavior* (OCB) variable is 0.889, which means that 88.9% of the variation in OCB can be explained by the variables of transformational leadership, job satisfaction, and organizational commitment, while the remaining 3.8% (Hair et al., 2019). Next, a Bootstrapping test was conducted to determine the correlation between variables.

Hypothesis testing

Table 6. Hypothesis testing

Correlation	Original sample	T statistics	P values	Result
Transformational leadership → OCB	0.401	5,055	0.000	Significant
Job satisfaction → OCB	0.227	2,756	0.006	Significant
Organizational commitment → OCB	0.292	2,055	0.010	Significant

Hypothesis testing in this study was conducted by looking at the t-statistic value and probability value. <1.96 is not significant. Meanwhile, for p-values, the hypothesis test is determined by a significance value of <0.05 (Hair, 2014).

First Hypothesis Test

H1 is accepted with the test results showing the Original sample value of 0.401, T-Statistic of 5.055, and P-Value of 0.000. It is concluded that transformational leadership has a positive and significant influence on OCB, which indicates that any increase in transformational leadership will increase employee OCB. Idealized Influence is the most influential dimension of transformational leadership.

Second Hypothesis Test

H2 is accepted with test results showing the Original sample value 0.292 T-Statistic of 2.055 , and P-Value of 0.006. It is concluded that job satisfaction has a positive and significant influence on OCB, which indicates that any increase in job satisfaction will increase employee OCB.

Third Hypothesis Test

H3 Accepted with test results showing the Original sample value 0.292 T-Statistic of 2.810 , and P-Value of 0.010. It is concluded that organizational commitment has a positive and significant influence on OCB, which indicates that any increase in job satisfaction will increase employee OCB.

Discussion

The Influence of Transformational Leadership Style on OCB

Transformational leadership style has a positive and significant influence on OCB, indicating that each increase in transformational leadership style increases employee OCB. The importance of transformational leadership style in influencing OCB is in line with (Robbins et al., 2013) the revelation that transformational leadership can inspire followers to exert extra effort to achieve organizational goals. Transformational leadership is the variable that most influences OCB compared to other variables in this research. To increase employee OCB, organizations need to develop steps or policies that can enhance transformational leadership. The importance of transformational leadership in influencing OCB is in line with (Robbins et al., 2013). According to *Social Exchange Theory* (SET), the relationship between leaders and employees is a reciprocal social exchange process. Employee OCB behavior is discretionary and not formally rewarded, but supports social and psychological functioning and effectiveness. Increased transformational leadership allows employees to increase their willingness to do additional work for the organization. which revealed that transformational leadership can inspire followers to exert extra effort to achieve organizational goals. These results are in line with previous research by [Abdulrab et al., 2020; Adıgüzel & Çakır, 2020; Satrya, 2022; Nurjanah et al., 2020].

The Influence of Job Satisfaction on OCB

Job Satisfaction has a positive and significant influence on OCB, indicating that every increase in Job Satisfaction increases employee OCB. Satisfied employees tend to have stronger intrinsic motivation to behave outside of formal obligations, because they feel appreciated and have a positive relationship with the organization. Therefore, the more satisfied they are, the more OCB behavior increases, as depicted by the P value results. Job satisfaction plays an important role in *Social Exchange Theory* (SET), where job satisfaction results from a positive exchange between employees and the organization. When employees feel satisfied, whether due to fair wages, comfortable working conditions, harmonious working relationships, or development opportunities, they assess that the organization has provided valuable benefits for them. Employees who feel satisfied with their work tend to have positive emotions, so they engage in extra-role behaviors such as helping colleagues, maintaining the work environment, and showing loyalty to the organization. According to Organ's theory, job satisfaction functions as a primary *antecedent* that drives the emergence of OCB because satisfied employees view the organization positively and are willing to contribute outside of formal duties without expecting direct rewards. Thus, the higher the job satisfaction, the greater the tendency of employees to demonstrate OCB behavior as explained in Organ's OCB Theory. This (Robbins & Judge, 2019) result is supported by research. [Fitrio et al., 2019 Satrya, 2022., Sumathi & Gokula Krishnan, 2025] which proves that job satisfaction has a positive and significant effect on OCB.

The Influence of Organizational Commitment on OCB

Organizational Commitment has a positive and significant influence on OCB, which indicates that any increase in organizational commitment will increase employee OCB. In order for employees to behave OCB, organizations need to improve job satisfaction through various policies and align them with strategies job satisfaction correlates with OCB. Organizational commitment also reflects behavior that is in line with the values and culture of organizational integrity, accompanied by an individual's willingness to devote effort, both physically and mentally in participating in various company activities (Spencer et al., 1983) The relationship between organizational commitment and *Organizational Citizenship Behavior* (OCB) is in line with *Social Exchange Theory* (SET), organizational commitment arises when employees feel that the organization has provided adequate benefits, support, and a sense of justice. Employees who have high commitment tend to feel emotionally attached and identify with the organization, so they are more willing to contribute beyond formal job demands, such as helping colleagues, maintaining the work environment, or showing loyalty. In Organ theory, organizational commitment functions as an *antecedent* that strengthens employees' internal drive to perform OCB because they view the organization as part of themselves. Thus, the stronger the organizational commitment, the greater the tendency for OCB behavior to emerge in the company. These results contradict the opinion [Fitrio et al., 2019; Luthans, 2011; Tjahjono et al., 2018] that transformational leadership has a positive and significant effect on organizational citizenship behavior (OCB), job satisfaction has a positive and significant effect on organizational citizenship behavior (OCB) and organizational commitment has a positive and significant effect on organizational citizenship behavior (OCB).

Conclusion

Transformational leadership style on OCB has a positive and significant influence on OCB, which shows that every increase in transformational leadership will increase employee OCB. In addition, job satisfaction on OCB has a positive and significant influence on OCB, which shows that every increase in job satisfaction will increase employee OCB. Organizational commitment on OCB has a positive and significant influence on OCB, which shows that every increase in organizational commitment will increase employee OCB. A transformational leadership style applied by leaders is expected to foster a greater sense of pride in carrying out work because it is noticed. Organizations need to strengthen the role of superiors in providing clearer direction, communicating the meaning of work, and explaining the goals, benefits, and impact of work on the organization and society. Training in coaching, mentoring, and the ability to provide constructive feedback can help superiors improve subordinates' understanding of the meaning of work. Thus, employee perceptions of the dimensions of work meaning conveyed by superiors can be improved in future research. Employees expect a more humorous working relationship with coworkers while working to increase job satisfaction. Company management is expected to improve the quality of social relationships between employees through activities that encourage informal communication, such as *team building* , *sharing sessions* , or work relationship agendas that allow employees to interact outside the work context . For organizational commitment, it is hoped to strengthen internal strategies that can foster employee emotional attachment, such as providing opportunities to participate in decision-making, consistently appreciating individual contributions, and creating more open lines of communication between leaders and employees. These findings highlight the important roles of leadership style, employee satisfaction, and commitment in encouraging voluntary and constructive behaviors that contribute to effectiveness at PT. Perkebunan Nusantara I Regional 3 Kebun Semugih . However, despite the reliability of these findings, several limitations need to be acknowledged, which also open up opportunities for future research.

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