

The Influence of Transformational Leadership and Work-Life Balance on Organizational Citizenship Behavior with Job Satisfaction as an Intervening Variable (Case Study on Employees of PT. Tunas Madukara Indah, Wonosobo Regency)

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Abstract

Purpose - This study aims to determine the Influence of Transformational Leadership and Work Life Balance on Organizational Citizenship Behavior with job satisfaction as an Intervening variable at PT. Tunas Madukara Indah 2 Wonosobo.

Design/methodology/approach - This study is a quantitative study. The sampling technique uses random sampling technique with a population of 360 employees and obtains a sample of 187 employees. This study uses an analysis tool, namely SmartPLS 4.1.0.9.

Findings - Transformational Leadership has a negative effect on Organizational Citizenship Behavior, Work life balance has a positive and significant effect on Organizational Citizenship Behavior, Transformational Leadership has a positive and significant effect on Job Satisfaction. Work Life Balance has a positive and significant effect on job satisfaction. Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior. Job Satisfaction has a positive and significant effect in mediating the effect of Transformational Leadership on Organizational Citizenship Behavior. Job Satisfaction has a positive and significant effect in mediating the effect of Work Life Balance on Organizational Citizenship Behavior.

Keywords: Transformational Leadership, Work Life Balance, Organizational Citizenship Behavior, Job Satisfaction

Abstrak

Tujuan - Penelitian ini bertujuan untuk mengetahui Pengaruh Kepemimpinan Transformasional dan Work Life Balance terhadap Organizational Citizenship Behavior dengan kepuasan kerja sebagai variabel Intervening pada PT. Tunas Madukara Indah 2 Wonosobo.

Metodologi - Penelitian ini merupakan penelitian kuantitatif. Teknik pengambilan sampel menggunakan teknik random sampling dengan populasi sebanyak 360 karyawan dan mendapatkan hasil sampel sebanyak 187 karyawan. Penelitian ini menggunakan alat analisis yaitu SmartPLS 4.1.0.9.

Hasil - Kepemimpinan Transformasional berpengaruh negatif terhadap Organizational Citizenship Behavior, Work life balance berpengaruh positif dan signifikan terhadap Organizational Citizenship Behavior, Kepemimpinan Transformasional berpengaruh positif dan signifikan terhadap Kepuasan Kerja. Work Life Balance berpengaruh positif dan signifikan terhadap kepuasan kerja. Kepuasan Kerja berpengaruh positif dan signifikan terhadap Organizational Citizenship Behavior. Kepuasan Kerja berpengaruh positif dan signifikan dalam memediasi pengaruh Kepemimpinan Transformasional terhadap Organizational Citizenship Behavior. Kepuasan Kerja berpengaruh positif dan signifikan dalam memediasi pengaruh Work Life Balance terhadap Organizational Citizenship Behavior.

Kata Kunci: Kepemimpinan Transformasional, Work Life Balance, Organizational Citizenship Behavior, Kepuasan Kerja

Introduction

Organizational Citizenship Behavior (OCB) is an extra-curricular behavior that is not part of an employee's formal work obligations, but serves to effectively support the organization (Robbins et al., 2017). The important role of OCB in organizations is reinforced by researchers who state that organizations with employees who exhibit high levels of OCB will perform more effectively (Judge, 2015). Therefore, OCB is one of the keys to a company's success in achieving high effectiveness and productivity. Currently, many companies view OCB behavior as an asset that supports the achievement of organizational goals because employees with high OCB tend to be willing to help coworkers, complete tasks beyond their usual responsibilities, and demonstrate loyalty to the company.

Transformational leadership is known to be effective in increasing employee motivation, commitment, and performance. In this context, transformational leadership can inspire employees to go beyond their duties and responsibilities, which is crucial for creating a competitive advantage for the organization. According to Yukl (2017), transformational leadership is a leadership style that can motivate by evoking high ideals and values to achieve the organization's vision and mission. In the modern business context, transformational leadership helps employees adapt quickly to changes in the work environment and demonstrates additional contributions, which increases the value of OCB and overall organizational effectiveness. Previous research conducted by (Winarto & Purba, 2018) showed that transformational leadership has a positive and significant effect on OCB. This research is inconsistent with that conducted by (Munawar et al., 2023) which showed that transformational leadership has a negative effect on OCB.

Work-life balance significantly influences extra-role behavior, or OCB, among employees at PT Tunas Madukara Indah Wonosobo. When employees are able to balance their personal lives with their work, they typically feel more satisfied with their jobs. This satisfaction often encourages them to voluntarily undertake tasks beyond their formal responsibilities, known as OCB, for the advancement of the company. Optimal work-life balance creates a conducive work environment where employees do not feel burdened by work demands, thus providing them with the energy and motivation to contribute more. Previous research by Rosyidah (2024) showed that work-life balance positively influences OCB. This research differs from that conducted by Fitriani et al. (2024), which showed that work-life balance negatively influences OCB.

Based on the description, it can be seen that there are differences in research results (research gap) in previous studies on transformational leadership variables on OCB in previous research conducted by (Winarto & Purba, 2018) showing that Transformational Leadership has a positive and significant effect on OCB. This research is not in line with that conducted by (Munawar et al., 2023) which shows that Transformational Leadership has a negative effect on OCB. There are also differences in the Work Life Balance variable on OCB in previous research conducted by (Rosyidah, 2024) showing that Work Life Balance has a positive effect on OCB. This research is not in line with that conducted by (Fitriani et al., 2024) which shows that Work Life Balance has a negative effect on OCB. Therefore, this study adds a mediating variable as a solution to the research gap and will test the mediating variable as a solution to the differences in research results that link

transformational leadership and work life balance to OCB by adding job satisfaction variables as intervening variables. Research conducted by Syawal (2023) states that job satisfaction mediates the influence of transformational leadership on OCB. Transformational leaders, such as those who enjoy sharing knowledge with employees, will foster employee job satisfaction, thereby promoting good OCB in the company. Meanwhile, research conducted by Fajri (2022) states that job satisfaction mediates the influence of work-life balance on OCB. When employees can maintain a good work-life balance between their work and personal lives, job satisfaction will grow, thus fostering good OCB in the company.

PT. Tunas Madukara Indah Unit 2 located in Sapuran, Wonosobo, Central Java, found a lack of motivation among employees to contribute more in carrying out their mandatory tasks. To observe the existence of Organizational Citizenship Behavior (OCB) at PT. Tunas Madukara Indah Unit 2 Sapuran, Wonosobo. Based on the results of a pre-survey conducted on employees of PT Tunas Madukara Indah by submitting a pre-survey to 21 employees and getting the results 76.2% of employees are reluctant to do work outside their job description, while 23.8% of employees choose to do work outside their job description. Furthermore, 81% of respondents chose not to complete the target faster than the deadline, while 19% of employees at PT. Tunas Madukara Indah chose to complete the target before the deadline. Furthermore, there is a question whether you often volunteer to help coworkers who are facing difficulties and the results obtained 76.2% of employees chose not to help while 23.8% of employees chose to help their friends if they experience difficulties at work. Based on the research question, it can be concluded that the level of OCB among PT Tunas Madukara Indah employees is relatively low.

Based on the background of the problem, namely the research gap and the business phenomenon of declining OCB at PT Tunas Madukara Indah, the problem faced was the discrepancy in research results between the influence of transformational leadership and work-life balance on Organizational Citizenship Behavior (OCB) in previous studies. Therefore, in subsequent research, the researchers proposed job satisfaction as an intervening variable.

Literature review

Organizational Citizenship Behavior

The attitude of employee behavior that is carried out spontaneously, sincerely, and happily without the need for direction and management by the business world in order to provide good service is known as Organizational Citizenship Behavior (Organ et al., 2006). Meanwhile, OCB according to (Chen et al., 2009) is a type of employee behavior that helps the interests of the organization even though it does not directly lead to individual benefits. Individual contributions in the workplace that go beyond job requirements are known as Organizational Citizenship Behavior (OCB). Helping others, volunteering for additional work, and following policies and procedures in the workplace are just a few examples of behaviors that form Organizational Citizenship Behavior (Titisari, 2014). Based on the research above, it can be concluded that OCB is behavior shown by an employee outside of their main duties and responsibilities, based on the definitions and explanations of several

figures. OCB encourages the habit of giving more voluntarily and not recognized in the reward system to increase efficiency, productivity, and organizational goals.

Transformational Leadership towards OCB

Transformational leadership, according to Bass & Bass (2009), occurs when followers of a transformational leader are inspired to go beyond what was initially anticipated because they feel trust, respect, loyalty, and adoration for the leader. Employees working under servant leadership are more likely to exhibit OCB behaviors. Good transformational leadership in a company will foster OCB behaviors in employees (Darmawan et al., 2015). According to Rafferty & Griffin (2017), transformational leadership is able to unite all subordinates and change their beliefs, attitudes, and personal goals to achieve goals.

Previous research by Winarto & Purba (2018) shows that transformational leadership has a positive and significant effect on OCB. This is supported by research by Algadri et al. (2020), which states that transformational leadership has a positive and significant effect on OCB. Therefore, the researchers propose the following hypothesis:
H1: Transformational leadership has a positive and significant effect on OCB.

Work Life Balance towards OCB

Work-Life Balance is generally a form of equilibrium that occurs in a person's life where they maintain a balance between their duties and responsibilities at work without neglecting any aspect of their personal life (Zheng et al., 2015). Employees who can maintain a balance between their personal life and work will feel satisfied with their achievements, which will foster OCB behavior (Iroth et al., 2022). Work-life balance is an individual's capability to fulfill their work duties and external demands, and this makes them happy (Muliawati & Frianto, 2020).

Previous research by Rosyidah (2024) shows that Work-Life Balance has a positive and significant effect on OCB. This aligns with research by Fajri (2020), which states that Work-Life Balance has a positive effect on OCB. Therefore, based on previous research, the researchers propose the following hypothesis:
H2: Work-Life Balance has a positive and significant effect on OCB.

Transformational Leadership on Job Satisfaction

Transformational leadership is a leadership style that motivates by fostering high ideals and values to achieve the organization's vision and mission (Yukl, 2017). Transformational leadership is considered a leadership style that increases job satisfaction because it has a positive impact on job satisfaction (Puspitasari, 2016). According to Rafferty & Griffin (2017), transformational leadership is able to unite all subordinates and change their beliefs, attitudes, and personal goals to achieve these goals.

Research conducted by Priyatmo (2018) shows that transformational leadership has a positive and significant effect on job satisfaction. This is in line with research conducted by Syawal (2023), which states that transformational leadership has a positive and significant effect on job satisfaction. Based on previous research, the researcher proposes the following hypothesis:

H3: Transformational leadership has a positive effect on job satisfaction

Work Life Balance on Job Satisfaction

Work-Life Balance is defined as an individual's ability to fulfill work, family, and other non-work responsibilities (Delecta, 2011). Work-Life Balance is generally a form of balance that occurs in a person's life where they maintain their duties and obligations at work without neglecting all aspects of their personal life (Zheng et al., 2015). Employees who can maintain a balance between their personal life and work will feel satisfied with their achievements, which will foster OCB behavior (Iroth et al., 2022).

Research conducted by (Rosyidah, 2024) shows that work-life balance has a positive and significant effect on job satisfaction. This aligns with research conducted by (Syawal, 2023), which found that work-life balance has a positive and significant effect on job satisfaction. Based on previous research, the researchers propose the following hypothesis:

H4: Work-Life Balance has a positive effect on job satisfaction.

Job Satisfaction towards OCB

According to Crossman & Abou-Zaki (2003), job satisfaction is the feeling of well-being a person experiences after completing their assigned responsibilities at work. Job satisfaction is an emotional state characterized by the level of pleasure a person feels about their role or work within a company. Job satisfaction is one factor that impacts OCB (Pujianto et al., 2022). According to Triatna (2015), job satisfaction is a person's overall attitude toward their job, reflecting the gap between how much they feel their work is valued and how much they believe they should be compensated.

Research conducted by Algadri et al. (2020) shows that job satisfaction has a positive and significant effect on OCB. This is in line with research conducted by Syawal (2020), which found that job satisfaction has a positive and significant effect on OCB. Based on previous research, the researchers propose the following hypothesis:

H5: Job satisfaction has a positive effect on OCB

Job Satisfaction Mediates Transformational Leadership on OCB

Job satisfaction is a person's overall attitude toward their job, reflecting the gap between how much they feel their work is valued and how much they believe they should be compensated. A person's positive and pleasant feelings are a measure of job satisfaction (Wijoyo, 2016). Leadership style is a crucial factor influencing work behaviors such as OCB. Leadership style directly influences job satisfaction through its meticulousness in creating an engaging job and work environment, delegating responsibility, and implementing sound regulations (A. A. Sagung K. D & Ida Bagus Indra P, 2020).

Research conducted by Syawal (2023) states that job satisfaction mediates the effect of transformational leadership on OCB (partial mediation). This finding aligns with research conducted by Winarto (2018), which states that job satisfaction mediates the effect of transformational leadership on OCB. Based on previous research, the researchers propose the following hypothesis:

H6: Job satisfaction can mediate the effect of transformational leadership on OCB.

Job Satisfaction Mediates Work Life Balance on OCB

According to Triatna (2015), job satisfaction is a person's overall attitude toward their job, reflecting the gap between how much they feel their work is valued and how much they believe they should be compensated. A person's positive and pleasant feelings are a measure of job satisfaction (Wijoyo, 2016). Organizations need to pay special attention to job satisfaction because it is not only an indicator of work-life balance but also related to employee OCB (Yu et al., 2018).

Research conducted by Fajri (2022) indicates that job satisfaction mediates the effect of work-life balance on OCB. This is supported by research conducted by Rosyidah (2023), which states that job satisfaction mediates the effect of work-life balance on OCB. Based on previous research, the researcher proposes the following hypothesis:
H7: Job satisfaction can mediate the effect of work-life balance on OCB.

Research Model

The following research model can be used to characterize the relationship between variables based on the previous description.

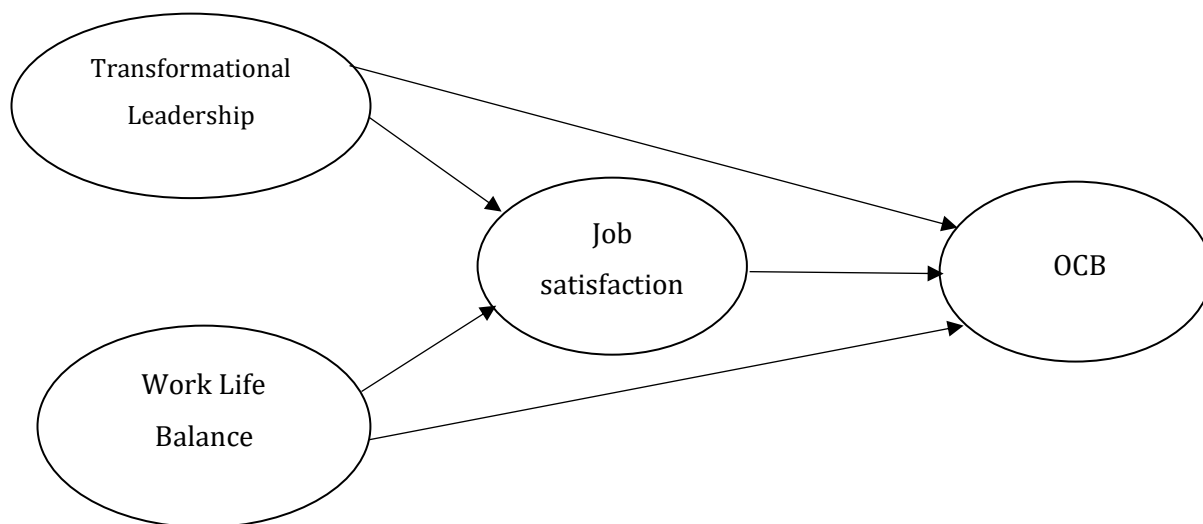


Figure 1. Research Model

Research Methods

Research Type

This research is quantitative. Research that processes and tests data using statistical analysis is known as quantitative research.

Population and Sample

In this study, the population used was employees of PT. Tunas Maukara Indah, with approximately 350 employees. Randomly selecting sample members from a population without considering strata within the population is known as random sampling (Sugiyono, 2017). The following Slovin formula was used to calculate the sample size to save time and costs:

$$n = \frac{N}{1 + N(e)^2}$$

Information:

n: number of samples

N: population size

e: the maximum error limit is 0.05 (5%)

So the sample can be determined as follows:

$$\begin{aligned}
 n &= \frac{350}{1+(350(0,05)^2)} \\
 &= \frac{350}{1+0,875} \\
 &= \frac{350}{1,875} \\
 &= 186,6
 \end{aligned}$$

From these results, it was rounded up to 187 samples.

Validity Test

1) Convergen Validity

The outer loading of each variable indicator indicates its convergent validity, which is an assessment of the validity of the reflection indicator as a measure of the variable. If the outer loading value is greater than 0.70, the indicator is considered highly reliable (Ghozali, 2006).

The table below provides a clearer picture of the factor loading values.

Table 1. Output Outer Loadings

	KP	KPKER	OCB	WLB
TL1	0.760			
TL2	0.822			
TL3	0.778			
TL4	0.701			
KPKER1		0.758		
KPKER2		0.752		
KPKER3		0.785		
KPKER4		0.737		
KPKER5		0.727		
OCB1			0.739	
OCB2			0.773	
OCB3			0.783	
OCB4			0.719	
OCB5			0.712	
WLB1				0.758
WLB2				0.841
WLB3				0.871

Source: Processed Primary Data, 2024

Since all indicators in the data above are above 0.70, it can be concluded that each construct indicator has met convergent validity, allowing testing to proceed. In addition to testing factor loadings, the Average Variance Extracted (AVE) can also be used to determine validity; a value >0.50 indicates validity. See the table for more information:

Table 2. Output Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Transformational Leadership	0.587
Job satisfaction	0.566
OCB	0.556
Work Life Balance	0.680

Source: Processed Primary Data, 2024

An AVE value above 0.50, as seen in the statistics above, indicates that hidden variables often contribute more than half of the indicator's variance. Therefore, the indications for each variable can be considered valid.

2) Discriminant Validity

The discriminant validity of the cross-loading value can be used to determine whether a construct has adequate discriminant power (Sihombing & Arsani, 2022). The results of the discriminant cross-loading value are as follows:

Table 3. Output Cross Loading

	KP	KPKER	OCB	WLB
TL1	0.760	0.510	0.459	0.428
TL2	0.822	0.499	0.490	0.383
TL3	0.778	0.494	0.439	0.443
TL4	0.701	0.472	0.318	0.368
KPKER1	0.471	0.758	0.549	0.558
KPKER2	0.497	0.752	0.451	0.550
KPKER3	0.572	0.785	0.600	0.437
KPKER4	0.420	0.737	0.532	0.207
KPKER5	0.441	0.727	0.421	0.322
OCB1	0.345	0.507	0.739	0.307
OCB2	0.498	0.561	0.773	0.512
OCB3	0.505	0.538	0.783	0.455
OCB4	0.326	0.490	0.719	0.378
OCB5	0.390	0.445	0.712	0.356
WLB1	0.403	0.337	0.346	0.758
WLB2	0.398	0.493	0.465	0.841
WLB3	0.503	0.535	0.515	0.871

Source: Processed Primary Data, 2024

The results above show that all indicators have higher correlation coefficients than the correlation coefficients with other constructs (variables), as seen in the data above. This indicates that the data is valid because each indicator is greater than 0.7.

Table 4. AVE Root Results

Variabel	X1	Z	Y	X2
X1	0.766			
Z	0.644	0.752		
Y	0.562	0.685	0.746	
X2	0.529	0.656	0.546	0.825

Source: Processed Primary Data, 2024

Based on table 4., the discriminant validity requirements in this model have been met because it is known from table 4.7 that all AVE roots in each construct are greater than their correlation with the AVE value there.

Reliability Test

Composite reliability and Cronbach's alpha of the indicator block that tests the construct are used to measure the construct reliability. If the Cronbach's alpha value of a variable is more than 0.70, it is considered reliable (Sihombing & Arsani, 2022).

Table 5. Output Composite Reability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reability (rho_c)
TL	0.765	0.771	0.850
KPKER	0.809	0.815	0.867
OCB	0.801	0.808	0.862
WLB	0.768	0.797	0.864

Source: Processed Primary Data, 2024

Based on the statistics above, each construct has a Cronbach's alpha score and composite reliability above 0.70. Thus, it can be said that all the measuring instruments created are reliable.

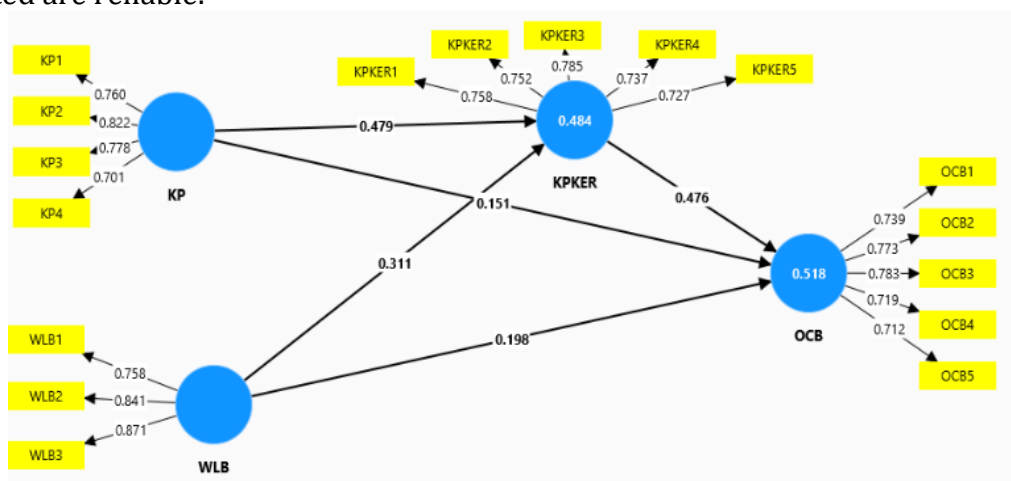


Figure 2. SmartPLS version 4.1.0.9 processing results, 2024
Measurement Model (Outer Model)

Structural Model Testing (Inner Model)

To see the R-square and adjusted R-square values more clearly, see the table below:

Table 6. R-square

Variabel	R-square	R-square adjusted
Job satisfaction	0.484	0.479
Work Life Balance	0.518	0.511

Source: Processed Primary Data, 2024

From the data above shows that the R-square value for the Job Satisfaction variable is 0.484 or 48.4%, based on this value it can be concluded that the job satisfaction variable can be explained by the transformational leadership and Work Life Balance variables by 48.4% while the remaining 51.6% is influenced by other variables not included in this study. For the Work Life Balance variable has a value of 0.518 or 51.8%, based on this value it can be concluded that the Work life balance variable can be explained by the Transformational Leadership, Organizational Citizenship Behavior and Job Satisfaction

variables by 51.8% while the remaining 48.2% is influenced by other variables not included in this study.

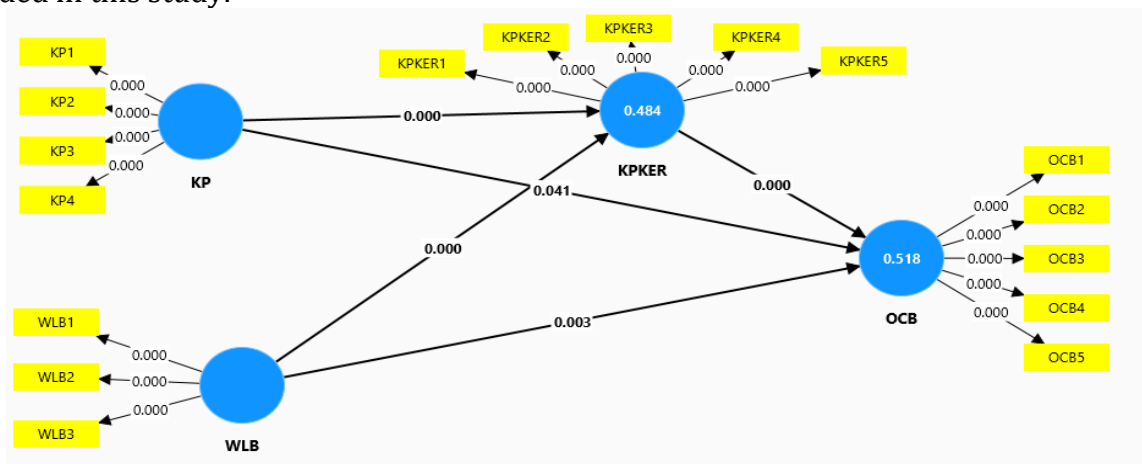


Figure 3. Structural Model (Inner Model)
Source: SmartPLS 4.1.09 Processing Results, 2024

Evaluasi Goodness of Fit (GoF)

In addition to offering a direct measure of overall model prediction, Goodness of Fit (GoF) is used to assess the measurement and structural model. A low GoF value of 0.10, a medium GoF of 0.25, and a high GoF of 0.36 are the criteria for a GoF value (Ghozali, 2015). Averaging the root mean squared AVE value with the average R-squared value yields the GoF value as follows:

$$\text{Average AVE} = (0.587 + 0.566 + 0.556 + 0.680) / 4 = 0.597$$

$$\text{Average R}^2 = (0.484 + 0.518) / 2 = 0.501$$

$$\text{GoF} = \sqrt{\text{AVE} \times \text{R}^2} = \sqrt{0.597 \times 0.501} = 0.492$$

The model in this study meets the criteria for a good GoF because the GoF value determined based on the computational formula above is 0.492.

Hypothesis Testing

The t-statistic used was 1.69, and the alpha hypothesis test value was 5%. Therefore, if the t-statistic is greater than 1.69, the hypothesis is accepted or rejected. The P-value is less than 0.05. A bootstrapping model was used to extract P-values and t-statistics from SmartPLS output.

Table 4. Output Path Coefficients

	Original sample(O)	Sample mean(M)	Standard deviation(STDEV)	T statistics	P value
TL -> KPKER	0.479	0.476	0.089	5.361	0.000
TL -> OCB	0.151	0.150	0.087	1.742	0.041
KPKER-> OCB	0.476	0.475	0.077	6.154	0.000
WLB -> KPKER	0.311	0.315	0.080	3.904	0.000
WLB ->OCB	0.198	0.199	0.072	2.762	0.003
TL x KPKER->OCB	0.228	0.226	0.056	4.090	0.000
WLB x KPKER->OCB	0.148	0.151	0.049	2.996	0.001

Source: Processed Primary Data, 2024

Discussion

This study aims to identify the influence of transformational leadership and work-life balance on organizational citizenship behavior with job satisfaction as an intervening variable, which is explained for each variable as follows:

The Influence of Transformational Leadership on OCB.

Based on the test results, transformational leadership on OCB showed a p-value of $0.000 < 0.05$ and a t-statistic of $1.735 < 1.96$, indicating that transformational leadership negatively influences OCB.

This is in line with research conducted by (Munawar et al., 2023), which showed that transformational leadership negatively influences OCB. When transformational leadership does not align with employee expectations or needs, this can negatively impact their behavior outside of formal duties (OCB). Employees who perceive that this leadership style does not provide space for personal aspirations or a work-life balance may tend to withdraw from extra effort. A less deep relationship between leaders and employees can create feelings of dissatisfaction or confusion that reduce motivation to contribute voluntarily. This situation has the potential to weaken employees' emotional ties to the organization, thereby reducing their commitment and active participation in building a positive work environment.

The Influence of Work Life Balance on OCB

The test results show that work-life balance has a positive effect on OCB. A p-value of $0.003 < 0.05$ and a t-statistic of $2.762 > 1.96$ were obtained, indicating that work-life balance has a positive effect on OCB.

This is consistent with research conducted by Rosyidah (2024), which showed that work-life balance has a positive and significant effect on OCB. This is in line with research conducted by Fajri (2020), which stated that work-life balance has a positive effect on OCB. An organization that supports a balance between work and personal life for employees has a positive impact on their extra-role behavior (OCB). Employees who feel they have the time and space to fulfill their personal needs are more likely to actively engage in additional tasks that support the organization's success. This balance creates a sense of satisfaction and happiness, which strengthens employees' emotional bonds with the company. This relationship results in higher levels of commitment, where employees feel valued and motivated to contribute beyond their formal responsibilities.

The Influence of Transformational Leadership on Job Satisfaction

Based on the test results, transformational leadership has a positive effect on job satisfaction. The p-value was $0.000 < 0.05$ and the t-statistic was $5.361 > 1.96$. This indicates that transformational leadership has a positive effect on job satisfaction.

This is consistent with research conducted by (Winarto & Purba, 2018), which states that transformational leadership has a positive and significant effect on job satisfaction. This is in line with research conducted by (Syawal, 2023), which states that transformational leadership has a positive and significant effect on job satisfaction. When a transformational leader is able to inspire, motivate, and pay attention to the individual needs of employees, it increases their level of job satisfaction. Employees who feel valued

and cared for by their leaders tend to have more positive work experiences. This relationship creates a deep sense of trust and appreciation, which are the main foundations of high job satisfaction.

The Effect of Work Life Balance on Job Satisfaction

Based on the test results, the p-value for work-life balance on job satisfaction was $0.000 < 0.05$ and the t-statistic was $3.904 > 1.96$. This indicates that work-life balance has a positive effect on job satisfaction.

This is consistent with research conducted by Rosyidah (2024), which found that work-life balance has a positive and significant effect on job satisfaction. This is in line with research conducted by Syawal (2023), which found that work-life balance has a positive and significant effect on job satisfaction. A person's ability to balance work demands with personal and family needs can lead to employee job satisfaction. When employees perceive that their organization supports a balance between work and personal life, it creates a higher sense of job satisfaction. Employees who can manage their work obligations without sacrificing their personal lives feel more valued and understood by the company. This sense of appreciation strengthens affective commitment, an emotional attachment that encourages employees to be more dedicated and motivated in achieving company goals.

The Effect of Job Satisfaction on OCB

Based on the test results, job satisfaction and OCB showed a p-value of $0.000 < 0.05$ and a t-statistic of $5.672 > 1.96$. This indicates that job satisfaction has a positive effect on OCB.

The results of research conducted by (Algadri et al., 2020) indicate that job satisfaction has a positive and significant effect on OCB. This aligns with research conducted by (Syawal, 2020), which states that job satisfaction has a positive and significant effect on OCB. When employees feel satisfied with their work, it increases their extra-role behavior (OCB). Employees who feel valued and empowered by the organization have a stronger emotional bond with the company. This relationship creates a deep sense of commitment, which encourages employees to contribute beyond their formal duties. High job satisfaction leads to a stronger sense of belonging to the company, which in turn encourages employees to actively participate in activities that strengthen the organizational culture.

The Influence of Transformational Leadership on OCB through Job Satisfaction as an intervening variable

Based on the test results, job satisfaction mediated the effect of transformational leadership on OCB, with a p-value of $0.00 < 0.05$ and a t-statistic of $4.090 > 1.96$. Therefore, it can be concluded that job satisfaction can mediate the effect of transformational leadership on OCB.

Research conducted by Syawal (2023) states that job satisfaction mediates the effect of transformational leadership on OCB (partial mediation). This is in line with research conducted by Winarto (2018), which states that job satisfaction mediates the

effect of transformational leadership on OCB. When leaders implement a supportive and inspiring transformational leadership style, it can increase employee job satisfaction. Employees who feel valued and encouraged by their leaders tend to experience higher job satisfaction. This job satisfaction, in turn, becomes a factor that strengthens their extra-role behavior (OCB). Employees who are satisfied with their jobs are more likely to engage in activities that support organizational success outside of their formal duties. Job satisfaction resulting from transformational leadership strengthens the emotional bond between employees and the organization. Employees who are satisfied with their work environment tend to be more motivated to make voluntary contributions that support the company's success. Therefore, job satisfaction acts as a mediator linking transformational leadership style to increased OCB.

The Influence of Work Life Balance on OCB through Job Satisfaction as an intervening variable

Based on the test results, job satisfaction mediates the effect of work-life balance on OCB, with a p-value of $0.001 < 0.05$ and a t-statistic of $2.996 > 1.96$. Therefore, it can be concluded that job satisfaction can mediate the effect of work-life balance on OCB.

Research conducted by Fajri (2022) states that job satisfaction mediates the effect of work-life balance on OCB. This is supported by research conducted by Rosyidah (2023), which states that job satisfaction mediates the effect of work-life balance on OCB. When organizations support a balance between work and personal life for employees, it can increase their job satisfaction. Employees who feel that their work does not interfere with their personal life tend to experience higher job satisfaction. This high job satisfaction, in turn, acts as a mediator that strengthens their extra-role behavior (OCB). Employees who are satisfied with their jobs are more likely to engage in additional activities that support the organization's success outside of their formal duties.

Job satisfaction arising from a healthy balance between work and personal life strengthens employee engagement with the organization. Satisfied employees tend to be more productive, enthusiastic, and committed to contributing positively to improving organizational performance. Therefore, job satisfaction acts as a mediator linking work-life balance and increased OCB.

Conclusion

The following conclusions can be drawn from statistical testing of the relationship between transformational leadership and work-life balance on OCB using job satisfaction as an intervening variable.

1. Transformational Leadership has a negative effect on Organizational Citizenship Behavior. This means that the stronger the implementation of transformational leadership in an organization, the less likely employees are to engage in extra-role behavior (OCB).
2. Work-life balance has a positive and significant effect on Organizational Citizenship Behavior. This means that the better the balance between work and personal life that employees have, the higher their tendency to engage in extra-role behavior (OCB) to support organizational success.

3. Transformational Leadership has a positive and significant effect on Job Satisfaction. This means that the more effective transformational leadership is implemented in a company, the higher the level of employee job satisfaction with their work.
4. Work-Life Balance has a positive and significant effect on Job Satisfaction. This means that the more effective the transformational leadership is implemented in a company, the higher the level of employee job satisfaction with their work.
5. Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior. The higher the level of employee job satisfaction, the more likely they are to engage in extra-role behavior that supports organizational success.
6. The results of this study indicate that Job Satisfaction has a positive and significant effect in mediating the influence of Transformational Leadership on Organizational Citizenship Behavior.
7. The results of this study indicate that Job Satisfaction has a positive and significant effect in mediating the influence of Work-Life Balance on Organizational Citizenship Behavior.

Suggestion

Based on the research results and conclusions outlined above, the author offers several suggestions for companies to consider. These suggestions are as follows:

1. To mitigate the negative impact of transformational leadership on employee Organizational Citizenship Behavior (OCB), companies need to ensure that the leadership style implemented aligns with employee needs and expectations. This can be achieved by paying greater attention to individual well-being, improving communication between leaders and employees, and creating a supportive environment for employees to develop their potential without feeling pressured or neglected.
2. To enhance Organizational Citizenship Behavior (OCB) among employees, it is necessary to improve work-life balance by creating policies that support a balance between work and personal life, providing work flexibility tailored to employee needs, and creating a work environment that reduces stress and enhances employee well-being. This will result in employees feeling more satisfied and committed to contributing more to the organization through their extra-role behavior.
3. To improve employee job satisfaction, companies need to implement transformational leadership by increasing leaders' inspiration and motivation towards employees, paying more attention to individual employee needs and development, creating a clear shared vision, and encouraging employees to actively participate in achieving organizational goals. This will have a positive impact on employee job satisfaction, which will ultimately increase their commitment and performance within the organization.
4. To improve employee job satisfaction, companies need to improve work-life balance by creating work flexibility policies that allow employees to better manage their work and personal life obligations, paying attention to employee well-being outside of work, and providing adequate support to maintain work-life balance. By improving work-life

- balance, employee job satisfaction levels will also increase, which ultimately positively impacts their performance and commitment to the organization.
5. To improve Organizational Citizenship Behavior (OCB) in employees, it is necessary to increase job satisfaction by creating a conducive work environment, paying attention to employee well-being, and ensuring a clear link between individual goals and organizational goals. Furthermore, companies need to provide opportunities for employee professional development, as high job satisfaction will encourage employees to engage in extra-role behavior that supports organizational success.
 6. To improve organizational citizenship behavior (OCB) in employees, it is necessary to increase job satisfaction by strengthening transformational leadership that inspires and pays attention to individual employee needs. High job satisfaction can mediate the effect of transformational leadership on OCB, so employees feel valued and more motivated to contribute more to supporting organizational success. Therefore, it is important for companies to create a work environment that supports employee job satisfaction as an effort to encourage positive extra-role behavior.
 7. To improve organizational citizenship behavior (OCB) in employees, it is necessary to increase job satisfaction by improving employee work-life balance. This can be achieved by creating work flexibility policies that support a balance between work and personal life, which in turn will increase job satisfaction. High job satisfaction will mediate the positive influence of work-life balance on employees' extra-role behavior, encouraging them to contribute more to supporting the organization's success.

Limitations

This study has several limitations:

1. The lack of OCB data at PT. Tunas Madukara Indah necessitated a pre-survey.
2. The scope of this study is limited to only four variables: Transformational Leadership, Work-Life Balance, Organizational Citizenship Behavior, and Job Satisfaction. Other variables may also influence this.

Future Research Agenda

Future research is intended to address the limitations of this study.

1. Future research is recommended to explore other variables, which account for 51.6% of the coefficient of determination, not the focus of this study. The job satisfaction variable can be explained by transformational leadership and work-life balance, accounting for 48.4%, while the remaining 51.6% is influenced by other variables not included in this study.
2. Furthermore, future research is recommended to examine other variables, which account for 48.2% of the influence of factors outside the scope of this study. The work-life balance variable can be explained by transformational leadership, organizational citizenship behavior, and job satisfaction, accounting for 51.8%, while the remaining 48.2% is influenced by other variables not included in this study. With this approach, it is hoped that future research will provide a more comprehensive view of the factors supporting increased OCB in the workplace.

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