

Factors Influencing Organizational Performance with Organizational Citizenship Behavior as Mediating Variable

*Mediating Effect of
Organizational
Citizenship Behavior*

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ABSTRACT

Organizational effectiveness depends on employee attitudes and behavior. This study aims to examine the influence of transformational leadership, job satisfaction, and organizational commitment on organizational performance and to investigate the mediating effect of organizational citizenship behavior in these relationships. Using a quantitative approach, data from 67 civil servants at the Class I TPI Samarinda Immigration Office were analyzed using Partial Least Squares Structural Equation Modeling to assess direct and indirect relationships among key variables. The results indicate that transformational leadership and job satisfaction have a significant direct effect on organizational performance, whereas organizational commitment does not demonstrate a direct influence. Instead, job satisfaction and organizational commitment affect performance indirectly through organizational citizenship behavior. The findings show that transformational leadership and job satisfaction have a direct, significant effect on organizational performance, whereas organizational commitment does not. Job satisfaction and organizational commitment significantly promote OCB, but transformational leadership does not. OCB itself is a significant determinant of organizational performance and effectively mediates the relationships of job satisfaction and organizational commitment with performance, but not the relationship involving transformational leadership. These results emphasize the importance of enhancing employees' job satisfaction and organizational commitment to foster discretionary behaviors that improve organizational performance.

Keywords: Job Satisfaction, Organizational Citizenship Behavior, Organizational Commitment, Organizational Performance, Transformational Leadership.

INTRODUCTION

Organizational performance is a key indicator for assessing the effectiveness and efficiency of public institutions in delivering services to society (Xu et al., 2021; Adem & Viridi, 2024). Government organizations must continuously adapt to technological disruption, socio-economic change, and increasing public demands for transparency and accountability. The Class I TPI Samarinda Immigration Office plays an important role in administering immigration services while safeguarding national sovereignty. However, public sector institutions often face structural and behavioral challenges, including limited employee initiative and proactive engagement. Low voluntary contributions can weaken discretionary work behavior, which refers to employee actions beyond formal job

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requirements that support organizational effectiveness (Samuel & Engelbrecht, 2021; Saragih & Hermanto, 2023). Strengthening recognition, leadership support, and employees' attachment to organizational values is therefore essential for improving motivation, satisfaction, and overall organizational performance.

Within organizational management literature, transformational leadership is frequently regarded as a critical factor that encourages positive changes in employee behavior (Widyawati et al., 2022). Leaders who adopt a transformational leadership style do not merely focus on short-term performance outcomes; they also inspire employees and foster intrinsic motivation, encouraging them to exceed formal role expectations. Transformational leadership emphasizes the development of individual potential through emotional consideration, recognition of employees' contributions, and the establishment of mutual trust between leaders and subordinates. Such an approach is believed to create a work climate that promotes voluntary engagement and sustainable organizational performance improvement (Zunizar et al., 2023). Previous studies by Wijayanti et al. (2025) also indicate that transformational leadership can influence the emergence of Organizational Citizenship Behavior (OCB), which refers to voluntary employee actions that go beyond formal job responsibilities and contribute positively to organizational functioning. OCB represents discretionary behavior that is not formally recognized by the reward system but supports the effective functioning of an organization.

In addition to transformational leadership, job satisfaction is another important factor influencing employee behavior and organizational performance. Job satisfaction reflects the extent to which individuals have a positive evaluation of their work, including the work environment, reward systems, and interpersonal relationships in the workplace. Employees who are satisfied with their jobs tend to show higher involvement in daily tasks and produce better work outcomes. Positive work attitudes are also closely related to the emergence of voluntary behaviors within organizations, such as helping colleagues and actively participating in organizational activities that support overall effectiveness. Previous research by Wijaya et al. (2024) further indicates that job satisfaction significantly influences organizational citizenship behavior and organizational commitment among employees.

Another factor that contributes to employee behavior and performance is organizational commitment, which reflects the level of employees' emotional attachment to the institution in which they work. Employees with strong organizational commitment tend to demonstrate greater loyalty and are more willing to exert additional effort to achieve organizational goals. Such attachment not only reduces the likelihood of employee withdrawal from the organization but also enhances the consistency and quality of work outcomes. Empirical studies have also shown that organizational commitment positively influences organizational citizenship behavior, thereby strengthening employees' voluntary contributions within organizations (Aziz & Prihastuty, 2025).

Within the context of the Class I TPI Samarinda Immigration Office, the implementation of immigration services and regulatory functions still encounters several internal challenges that affect organizational effectiveness. Some employees are perceived to demonstrate limited initiative and work motivation, resulting in relatively low levels of voluntary participation in organizational activities. These conditions are closely related to leadership practices that may not fully inspire employees and work experiences that do not entirely meet employees' expectations. In addition, limited attachment to organizational values and goals may reduce employees' dedication, which ultimately affects the quality of public services and operational efficiency.

Based on these conditions, this study aims to examine the influence of job satisfaction, transformational leadership, and organizational commitment on organizational performance, and to investigate the mediating effect of organizational citizenship behavior in these relationships. By integrating organizational citizenship behavior into the research framework, this study seeks to provide a more comprehensive understanding of how leadership practices, job satisfaction, and organizational commitment encourage voluntary employee contributions that ultimately enhance organizational performance,

particularly within public sector organizations such as the Class I TPI Samarinda Immigration Office.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Effect on Organizational Performance

Transformational leadership emphasizes inspiring employees to exceed expectations and align their efforts with organizational goals. This leadership style fosters capability development and strengthens commitment to organizational values by influencing employees' attitudes, motivation, and behavior through inspiration, intellectual stimulation, and individualized consideration. As a result, it creates a supportive work environment that promotes innovation, creativity, and collaboration, while also building trust and strong interpersonal relationships that enhance employee attachment and encourage greater contributions to organizational goals (Han et al., 2020; Gonzalez et al., 2022; Sürücü et al., 2022; Widiyanto & Wilderom, 2023).

Job satisfaction represents employees' overall evaluation of their work experience and reflects the extent to which individuals feel fulfilled by their work environment. This construct encompasses several aspects, including compensation, career development opportunities, workplace conditions, and relationships with supervisors and colleagues. When employees perceive their work environment positively, they tend to demonstrate higher levels of motivation, stronger work engagement, and improved productivity (Zunizar et al., 2023; Putra et al., 2023; Abramova, 2024). High job satisfaction also contributes to positive work attitudes and encourages employees to cooperate more effectively with colleagues while maintaining high morale in completing organizational tasks (Fuadiputra & Novianti, 2021).

Organizational commitment refers to the psychological attachment that employees develop toward the organization in which they work. This attachment is commonly conceptualized through three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment reflects employees' emotional attachment to the organization, continuance commitment reflects the perceived costs of leaving the organization, and normative commitment reflects a sense of obligation to remain within the organization (Torkaman et al., 2020; Ceylan et al., 2021; Gündoğmuş et al., 2024). Employees with strong commitment tend to align their personal goals with organizational objectives and demonstrate higher dedication in performing their duties.

H1: Transformational leadership has a positive effect on organizational performance.

H2: Job satisfaction has a positive effect on organizational performance.

H3: Organizational commitment has a positive effect on organizational performance.

The Effect on Organizational Citizenship Behavior

Previous studies indicate that transformational leadership significantly enhances organizational outcomes by strengthening employee motivation and encouraging extra-role behaviors. Leaders who provide inspiration and support can increase commitment to organizational goals and stimulate Organizational Citizenship Behavior (OCB), which improves teamwork, efficiency, and overall effectiveness (Lo et al., 2020; Alessa, 2021). Empirical evidence further shows that transformational leadership positively influences employee performance and fosters OCB, ultimately contributing to improved organizational performance (Qalati et al., 2022).

Job satisfaction reflects employees' overall evaluation of their work experience, including compensation, career development, working conditions, and relationships with supervisors and colleagues (Azhari & Supriyatin, 2020). Positive perceptions of these aspects enhance motivation, work engagement, productivity, and foster positive work attitudes as well as effective collaboration (Fuadiputra & Novianti, 2021). Employees with high job satisfaction are more likely to exhibit behaviors beyond formal responsibilities, known as OCB, such as helping colleagues and supporting organizational

initiatives. These behaviors contribute to organizational effectiveness, lower turnover, and improved teamwork, whereas dissatisfaction may lead to reduced motivation, absenteeism, and lower productivity. Therefore, job satisfaction plays a crucial role in promoting both OCB and organizational performance (Sudikno et al., 2022; Masman et al., 2023)

A high level of organizational commitment encourages employees to exert greater effort, demonstrate loyalty, and actively support organizational initiatives. Such commitment is strengthened by supportive workplace conditions, effective leadership, and strong organizational values (Silva et al., 2022; Kurnianingsih et al., 2024). Employees with strong organizational commitment are also more likely to exhibit OCB, reflecting voluntary actions that enhance organizational effectiveness and performance (Magharei et al., 2021). Conversely, low commitment may lead to withdrawal behaviors, reduced productivity, and decreased organizational effectiveness (Tang et al., 2022; Kafkas et al., 2024).

H4: Transformational leadership has a positive effect on organizational citizenship behavior.

H5: Job satisfaction has a positive effect on organizational citizenship behavior.

H6: Organizational commitment has a positive effect on organizational citizenship behavior.

The Effect of Organizational Citizenship Behavior on Organizational Performance

Organizational Citizenship Behavior (OCB) refers to discretionary, voluntary actions performed by employees that go beyond their formal job requirements yet play a crucial role in enhancing overall organizational effectiveness. These behaviors encompass activities such as assisting colleagues with work-related tasks, demonstrating civic virtue by showing responsibility and loyalty toward the organization, maintaining constructive and positive interpersonal relationships, and actively supporting organizational initiatives or changes. By engaging in OCB, employees contribute to a cooperative and harmonious work environment, reduce conflicts, and foster mutual trust among team members. Such behaviors not only improve day-to-day operational efficiency but also strengthen the organization's capacity to adapt to challenges, achieve strategic goals, and maintain a positive organizational climate, ultimately enhancing productivity and long-term performance (Aâmour & Nejari, 2020; Ravina, 2023).

OCB plays an important role in improving organizational performance because it promotes teamwork, improves communication, and facilitates smoother organizational processes. Employees who engage in extra-role behaviors contribute to a supportive workplace environment that enhances both individual and organizational outcomes. Empirical evidence confirms that organizations characterized by higher levels of OCB tend to demonstrate greater adaptability, improved resource utilization, and stronger overall performance (Kwannandar et al., 2023; Ravina, 2023). Furthermore, OCB contributes to employee performance by encouraging voluntary efforts that extend beyond formal job responsibilities, thereby supporting organizational effectiveness and long-term success (Sugiarti, 2025).

H7: Organizational citizenship behavior has a positive effect on organizational performance.

Organizational Citizenship Behavior as a Mediator Variable

Organizational Citizenship Behavior (OCB) can function as an important behavioral mechanism that explains how leadership and employee attitudes influence organizational outcomes. Transformational leadership, for example, encourages employees to develop stronger emotional attachment and motivation, which in turn stimulates voluntary behaviors that support organizational objectives. Leaders who inspire and support employees are more likely to encourage the emergence of OCB, which ultimately

enhances organizational effectiveness and performance (Han et al., 2020; Gonzalez et al., 2022). Research by Xu et al. (2021) indicates that transformational leadership can influence organizational performance indirectly through OCB, highlighting the importance of discretionary employee behaviors in translating leadership practices into improved organizational outcomes.

Similarly, job satisfaction and organizational commitment also contribute to organizational performance through their influence on OCB. Employees who feel satisfied with their work and emotionally attached to their organization are more inclined to engage in voluntary behaviors that benefit the organization. These behaviors help strengthen cooperation, improve organizational efficiency, and enhance overall performance outcomes. Previous studies suggest that OCB acts as an effective mediating mechanism that links positive work attitudes and organizational attachment with improved organizational performance (Magharei et al., 2021; Zunizar et al., 2023; Putra et al., 2023; Kurnianingsih et al., 2024). Therefore, OCB plays a critical role in explaining how leadership practices and employee attitudes translate into enhanced organizational effectiveness.

H8: Organizational citizenship behavior mediates the relationship between transformational leadership and organizational performance.

H9: Organizational citizenship behavior mediates the relationship between job satisfaction and organizational performance.

H10: Organizational citizenship behavior mediates the relationship between organizational commitment and organizational performance.

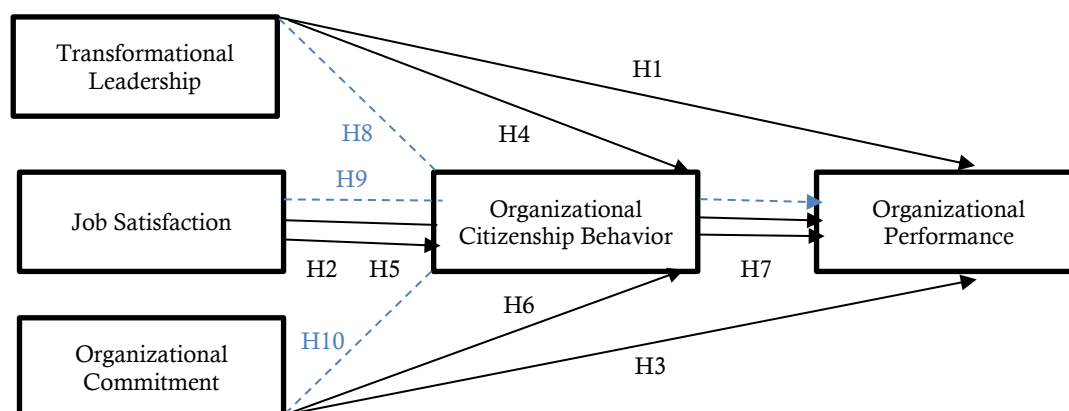


Figure 1. Research Framework

As shown in Figure 1, transformational leadership, job satisfaction, and organizational commitment directly influence both organizational citizenship behavior and organizational performance. OCB also directly enhances organizational performance and serves as a mediating variable, indicating that these antecedents not only affect performance directly but also indirectly through the promotion of discretionary employee behaviors.

RESEARCH METHODS

This study adopts a quantitative research approach within a positive methodological framework by applying Partial Least Squares-Structural Equation Modeling (PLS-SEM) to examine the relationships among variables and mediating mechanisms within the proposed research model. SEM was selected because it enables researchers to analyze complex relationships among latent constructs and observed variables simultaneously within a single analytical framework. This technique is widely used in social science research due to its capability to test theoretical models and estimate both direct and indirect relationships between variables while accounting for measurement error.

Through this approach, the proposed conceptual model can be empirically validated in a comprehensive and systematic manner.

The research was conducted in a public sector organization under the Indonesian immigration administration, namely the Class I Immigration Office of TPI Samarinda. This institution was selected as the research setting because it is currently undergoing significant reforms in its human resource management system and facing several challenges related to transformational effectiveness, employee job satisfaction, and organizational commitment, all of which may influence institutional performance. The unit of analysis in this study consisted of 130 employees representing various employment statuses, including Civil Servants (*Pegawai Negeri Sipil*/PNS), Candidate Civil Servants (*Calon Pegawai Negeri Sipil*/CPNS), and outsourced personnel. The study employed purposive sampling to select respondents based on criteria relevant to the research objectives. Participants were required to work at the Class I Immigration Office of TPI Samarinda, have a minimum tenure of one year, and hold civil servant status. Based on these criteria, a total of 67 respondents were selected as the research sample.

The study uses specific indicators to measure each variable. Transformational leadership is assessed through motivation, effective communication, and employee development. Job satisfaction is measured by salary, promotion opportunities, non-salary compensation, interpersonal relationships with colleagues, the nature of the work itself, and communication within the work environment. Organizational commitment is evaluated using affective commitment, continuance commitment, and normative commitment. Organizational performance is indicated by operational efficiency, service quality, employee productivity, and stakeholder satisfaction. Meanwhile, Organizational Citizenship Behavior (OCB) is measured through altruistic actions, helping colleagues, supporting organizational initiatives, and maintaining positive interpersonal relationships.

Primary data collected during this examination were analyzed employing PLS-SEM software (version 4.0). Model parameterization followed a comprehensive path modeling procedure, recognized in contemporary literature as a robust method for evaluating conceptual systems containing interdependent variables and mediated associations. A component-based structural equation methodology was utilized primarily due to its adaptability when confronting intricate theoretical configurations and its capacity to concurrently investigate several latent dimensions alongside their manifest proxies. Within the established analytical architecture, extra-role contributions by staff functioned as a transmission conduit connecting influential precursors with institutional results. Furthermore, directional relationship scrutiny was undertaken to quantify the magnitude and statistical relevance of these mediated connections. The ensuing portion elaborates thoroughly on the processed outcomes and principal conclusions extracted from the empirical work.

RESULTS

Before examining the structural relationships among variables, the measurement model was evaluated to ensure the validity and reliability of the research constructs. Validity was assessed by examining the factor loading values of each indicator, while reliability was evaluated using Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE). In SEM analysis, factor loadings above 0.70 indicate adequate indicator validity, whereas composite reliability values greater than 0.70 and AVE values above 0.50 demonstrate good internal consistency and convergent validity of the constructs. The results of the validity and reliability testing are presented in Table 1.

Table 1. Validity and Reliability Test

Variable	Items	Loading Factor	CA	CR	AVE
Transformational Leadership	X1.1	0.850	0.954	0.961	0.961
	X1.2	0.905			
	X1.3	0.891			

Variable	Items	Loading Factor	CA	CR	AVE
	X1.4	0.783			
	X1.5	0.884			
	X1.6	0.834			
	X1.7	0.871			
	X1.8	0.858			
	X1.9	0.811			
Job Satisfaction	X2.1	0.825	0.961	0.963	0.966
	X2.2	0.830			
	X2.3	0.816			
	X2.4	0.821			
	X2.5	0.840			
	X2.6	0.874			
	X2.7	0.844			
	X2.8	0.804			
	X2.9	0.875			
	X2.10	0.856			
	X2.11	0.852			
	X2.12	0.816			
Organizational Commitment	X3.1	0.828	0.953	0.955	0.961
	X3.2	0.830			
	X3.3	0.804			
	X3.4	0.853			
	X3.5	0.768			
	X3.6	0.823			
	X3.7	0.798			
	X3.8	0.861			
	X3.9	0.727			
Organizational Performance	Y1	0.774	0.935	0.937	0.945
	Y2	0.882			
	Y3	0.884			
	Y4	0.868			
	Y5	0.902			
	Y6	0.908			
	Y7	0.894			
	Y8	0.833			
Organizational Citizenship Behavior	Z1	0.873	0.967	0.967	0.971
	Z2	0.865			
	Z3	0.891			
	Z4	0.870			
	Z5	0.887			
	Z6	0.889			
	Z7	0.898			
	Z8	0.881			
	Z9	0.850			
	Z10	0.873			

Table 1 shows that all measurement indicators meet the recommended criteria for validity and reliability in SEM analysis. Every item has a factor loading greater than 0.70, indicating that the indicators strongly represent their intended latent constructs and satisfy convergent validity requirements. Additionally, all constructs exhibit Cronbach's Alpha (CA) and Composite Reliability (CR) values above the 0.70 threshold, demonstrating high internal consistency and reliable measurement scales. The AVE for each construct also exceeds 0.50, confirming that the constructs explain more than half of the variance in their respective indicators and further supporting convergent validity. These results indicate

that the measurement model is both valid and reliable, justifying its use for subsequent structural model testing.

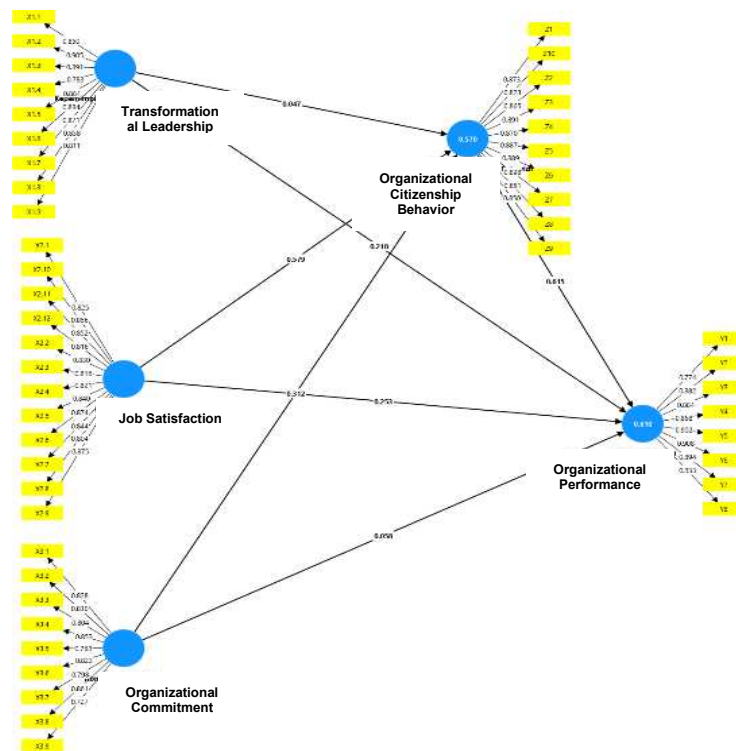


Figure 2. Bootstrapping Results

Figure 2 shows the relationship between variables in the research model. The R square of 0.570 for the OCB variable indicates that the independent variables (transformational leadership, job satisfaction, and organizational commitment) contribute moderately to OCB. Furthermore, the R square of 0.873 for the organizational performance variable indicates that the OCB variable, along with other factors, strongly explains variation in organizational performance. In other words, this model shows that OCB plays an important role in influencing organizational performance and that this relationship is significant.

Table 2. Direct Effect

Hypothesis	Standard Deviation	t-statistics	p-values	Decision
Transformational Leadership → Organizational Performance	0.218	2.930	0.003	Accepted
Job Satisfaction → Organizational Performance	0.253	2.855	0.004	Accepted
Organizational Commitment → Organizational Performance	0.058	0.778	0.436	Rejected
Transformational Leadership → Organizational Citizenship Behavior	0.047	0.415	0.678	Rejected
Job Satisfaction → Organizational Citizenship Behavior	0.579	7.397	0.000	Accepted
Organizational Commitment → Organizational Citizenship Behavior	0.312	3.585	0.000	Accepted
Organizational Citizenship Behavior → Organizational Performance	0.615	5.969	0.000	Accepted

Table 2 presents the results of hypothesis testing for the direct relationships among transformational leadership, job satisfaction, organizational commitment, organizational citizenship behavior, and organizational performance. The findings reveal that

transformational leadership has a significant positive effect on organizational performance ($t = 2.930$; $p = 0.003$), indicating that leaders who are able to motivate, communicate effectively, and support employee development contribute to improved organizational outcomes. Similarly, job satisfaction also shows a significant positive effect on organizational performance ($t = 2.855$; $p = 0.004$), suggesting that employees who are content with their compensation, promotion opportunities, work relationships, and overall work environment are more likely to enhance organizational effectiveness. In contrast, organizational commitment does not have a significant direct effect on organizational performance ($t = 0.778$; $p = 0.436$), implying that while employees may feel obligated or loyal to the organization, this alone does not necessarily translate into improved performance outcomes.

Furthermore, the results indicate that job satisfaction significantly influences organizational citizenship behavior ($t = 7.397$; $p = 0.000$), as does organizational commitment ($t = 3.585$; $p = 0.000$), while transformational leadership does not significantly affect OCB ($t = 0.415$; $p = 0.678$). This demonstrates that employees' positive work attitudes and psychological attachment to the organization encourage voluntary behaviors that go beyond formal job requirements, such as helping colleagues and supporting organizational initiatives, which in turn can enhance organizational performance. Supporting this, organizational citizenship behavior itself shows a significant positive effect on organizational performance ($t = 5.969$; $p = 0.000$), confirming its role as an important driver of organizational effectiveness. These findings highlight the differential contributions of leadership, satisfaction, and commitment in shaping both discretionary behaviors and performance outcomes within the organization.

Table 3. Indirect Effect

Hypothesis	Standard Deviation	t-statistics	p-values	Decision
Transformational Leadership → Organizational Citizenship Behavior → Organizational Performance	0.029	0.417	0.676	Rejected
Job Satisfaction → Organizational Citizenship Behavior → Organizational Performance	0.356	5.170	0.000	Accepted
Organizational Commitment → Organizational Citizenship Behavior → Organizational Performance	0.192	3.148	0.002	Accepted

In terms of indirect effects, the findings presented in Table 3 reveal that organizational citizenship behavior does not mediate the relationship between transformational leadership and organizational performance ($t = 0.417$; $p = 0.676$). This suggests that the impact of transformational leadership on organizational performance occurs primarily through direct mechanisms, such as motivating employees, fostering effective communication, and supporting professional development, rather than through discretionary employee behaviors. In contrast, OCB significantly mediates the relationship between job satisfaction and organizational performance ($t = 5.170$; $p = 0.000$), as well as the relationship between organizational commitment and organizational performance ($t = 3.148$; $p = 0.002$). These results indicate that employees' positive work attitudes and their psychological attachment to the organization encourage voluntary behaviors such as assisting colleagues, supporting organizational initiatives, and maintaining cooperative interpersonal relationships, which, in turn, enhance organizational performance.

Table 3 clearly illustrates these mediating effects, highlighting the crucial role of OCB in transmitting the influence of job satisfaction and organizational commitment to organizational outcomes. The significant indirect effects confirm that fostering a supportive work environment and strengthening employees' job satisfaction and commitment can lead to increased engagement in discretionary behaviors, ultimately improving organizational effectiveness. Conversely, the non-significant mediation for

transformational leadership underscores that leadership's effect on performance may operate through other channels, such as direct guidance, strategic decision-making, and employee development programs, rather than through OCB. These findings provide important insights for organizational managers seeking to optimize performance by leveraging both direct and mediated pathways of employee behavior.

DISCUSSION

The findings indicate that transformational leadership, characterized by inspiration, intellectual stimulation, and individualized support, positively influences organizational performance by fostering employee development and improving work outcomes. This is consistent with prior studies showing that such leadership strengthens employee attachment and enhances performance, with similar evidence found in educational settings where it improves effectiveness (Octaviarnis et al., 2021; Wijayanti et al., 2025). These results highlight the importance of leadership practices that promote motivation, empowerment, and personal growth in enhancing organizational performance.

The results indicate that job satisfaction significantly contributes to organizational performance, as employees with positive work perceptions tend to perform more effectively. This finding is supported by Djuraidi and Laily (2020), who explain that favorable work conditions enhance motivation and commitment, and by Gultom et al. (2020), who found that positive work attitudes improve professional outcomes. Similarly, Lai et al. (2020) highlight that positive work experiences strengthen employee involvement and sustain organizational effectiveness, while Rahmawati (2022) shows that such perceptions also influence performance through discretionary employee behavior.

In contrast, organizational commitment was not found to directly influence organizational performance, indicating that employee attachment alone does not automatically translate into improved outcomes. This suggests that commitment requires behavioral expressions, such as discretionary employee behavior, to meaningfully contribute to performance. The findings also show that transformational leadership does not necessarily encourage such discretionary behaviors, implying that additional organizational conditions are needed for these voluntary contributions to emerge. As noted by Widyawati et al. (2022), discretionary behavior reflects employees' willingness to go beyond formal obligations, suggesting that leadership alone may be insufficient without supportive factors within the organizational environment.

Transformational leadership does not significantly influence organizational citizenship behavior, suggesting that inspiring and motivating employees alone is insufficient to encourage discretionary actions beyond formal duties. Conversely, job satisfaction strongly promotes OCB, as satisfied employees are more likely to engage in proactive and cooperative behaviors that support organizational functioning (Kusuma et al., 2020; Suchahyowati & Suryani, 2022). Positive perceptions, shaped by supportive supervision, development opportunities, and a conducive work environment, serve as a pathway linking organizational conditions to employees' willingness to contribute beyond formal roles (Rahayu & Qurdiana, 2020; Purnomo et al., 2023). Similarly, organizational commitment positively affects OCB, with employees' loyalty and identification fostering voluntary behaviors that align with organizational goals (Jehanzeb, 2020; Gultom & Sari, 2024). These findings confirm that while transformational leadership alone does not drive OCB, both job satisfaction and organizational commitment are key determinants of discretionary employee behavior that enhance organizational effectiveness (Kholifah, 2021; Anwar, 2021).

In addition, organizational citizenship behavior serves as a mediating mechanism linking employee attitudes to organizational outcomes. The findings show that OCB significantly mediates the relationships of job satisfaction and organizational commitment with organizational performance, as positive work perceptions and psychological attachment encourage employees to engage in voluntary supportive actions that, in turn, enhance performance (Ismuhadi & Yusmahdi, 2021; Wijaya et al., 2024; Perkasa &

Herawaty, 2021; Bastyant, 2024). In contrast, OCB does not mediate the relationship between transformational leadership and organizational performance, indicating that leadership influences performance primarily through direct channels. OCB translates employees' internal attitudes into observable contributions that strengthen organizational functioning (Widyawati et al., 2022). This is supported by Hossain (2020), who highlights that voluntary behaviors improve individual effectiveness and teamwork, and by Patiwael et al. (2021), who find that such behaviors increase cooperation and collective engagement. These findings imply that organizations should focus on enhancing job satisfaction and organizational commitment to foster OCB as a key driver of performance, while also providing a supportive work environment, development opportunities, and fair rewards to stimulate voluntary employee contributions and achieve sustainable organizational effectiveness.

CONCLUSION

This study demonstrates that organizational performance is influenced by multiple factors operating through both direct and indirect mechanisms. Transformational leadership and job satisfaction were found to have significant direct effects on organizational performance, indicating that leaders' ability to motivate employees and employees' satisfaction with their work contribute directly to improved outcomes. In contrast, organizational commitment does not have a significant direct effect on performance but contributes indirectly through organizational citizenship behavior. The findings also reveal that both job satisfaction and organizational commitment positively encourage discretionary employee behavior, which in turn enhances organizational performance. Meanwhile, transformational leadership does not significantly stimulate OCB, suggesting that its contribution to performance occurs primarily through a direct pathway rather than via voluntary employee actions. These results highlight the importance of fostering positive work attitudes and organizational attachment to promote voluntary behaviors that strengthen organizational effectiveness.

From a practical perspective, these findings highlight the importance of creating a supportive work environment that enhances job satisfaction and strengthens employees' attachment to the organization in order to improve organizational performance sustainably. Leadership development initiatives should therefore be complemented by organizational policies that promote employee well-being, engagement, and positive work experiences. Nevertheless, this study has several limitations. It was conducted within a single organizational context and involved a relatively limited number of respondents, which may restrict the generalizability of the findings. Future research is therefore encouraged to involve larger and more diverse samples across different organizational sectors and to incorporate additional variables, such as organizational culture, alternative leadership styles, or psychological factors, in order to provide a more comprehensive understanding of the mechanisms influencing organizational performance.

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