

The Effect of Transformational Leadership, and Servant Leadership on Organizational Citizen Behavior of Nurses with Job Satisfaction as a Mediator Variable

Amalia Sabina Damayanti^{1*}, Suhartini²

Faculty of Business and Economics, Islamic University of Indonesia,
Yogyakarta

Corresponding Author: Amalia Sabina Damayanti 21311592@students.uii.ac.id

ARTICLE INFO

Keywords: Transformational Leadership, Servant Leadership, Job Satisfaction, Organizational Citizen Behavior

Received : 4, March

Revised : 26, March

Accepted: 27, April

©2025 Damayanti, Suhartini : This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study explores how transformational and servant leadership influence nurses' Organizational Citizenship Behavior (OCB), with job satisfaction as a mediating variable. Using the quantitative method, data from 70 respondents were collected through an online questionnaire and analyzed using SEM-PLS. The findings indicate that transformational and servant leadership have a significant positive impact on job satisfaction. Transformational leadership also has a significant positive effect on OCB. However, servant leadership and job satisfaction do not significantly affect OCB. In addition, job satisfaction does not mediate the relationship between the two leadership styles and OCB. These results highlight the importance of transformational leadership in influencing OCB. Future research is suggested to add other mediating or moderating variables for deeper understanding.

INTRODUCTION

An organization's success hinges on the individual's performance and contribution, making human resources its primary asset (Fatrill et al., 2022). Low OCB implementation, however, is a common cause of underoptimized human resource performance, which in turn prevents organisations from realising their vision. Individuals engage in organisational citizenship behaviour (OCB) when they voluntarily contribute to organisational effectiveness in the absence of formal coercion (Organ., 1988). To ensure that OCB nurses are not disregarded, it is crucial to determine an effective leadership style.

One aspect contributing to patient and family dissatisfaction with slow service is the current problem: the emergence of complaints handled through online and direct complaint facilities. This is clearly demonstrated by the continued absence of empathy and caring support for the patient's receiving treatment. The term "job satisfaction" describes how an employee feels about their job overall, as measured by how they rate different parts of their job (Spector, 1985). Since content workers are more likely to take initiative outside of their core responsibilities, job satisfaction is a critical component in enhancing OCB (Sri Wahyuni & Dyki Dirbawanto, 2022). Organisational citizenship behaviour (OCB) is significantly impacted by job satisfaction (Rusmayanti et al., 2022).

Concerning the rise of scepticism regarding the usefulness of new leadership models, the leadership implications remain an intriguing subject for discussion (Deng et al., 2023) As a leadership style, transformational leadership has the power to motivate and inspire followers to grow as individuals, shift their viewpoints, and work together to accomplish organisational objectives (Robbins & Judge, 2015). According to Quesado et al. (2022), one way in which transformational leadership can help nurses increase OCB is by fostering strong relationships between supervisors and their subordinates. Transformative leadership greatly enhances organisational citizenship behaviour (OCB), according to studies (Rimatanti & Darmawan, 2023) on the topic. However, research by Aras and Jufri (2022) demonstrates that transformational leadership is superior when it comes to boosting OCB and employee happiness on the job. And according to Liden et.al. (2008), servant leadership is an ethical style of leadership that prioritises helping followers grow as individuals and as a group, as well as making a positive impact on society. Because servant leadership principles align with nursing values including empathy, care, service, and dedication to well-being—servant leadership plays a significant role in influencing nurses' organisational citizenship behaviour (OCB) (Purwanti et al., 2023). According to the study's findings (Subhaktiyasa et al., 2023), OCB was positively impacted by servant leadership. Conversely, servant leadership was found to positively impact OCB (Sutiyatno, 2024).

The purpose of this research is to examine the relationship between nurses' OCB and leadership styles (specifically, transformational and servant leadership), using Job satisfaction as a moderator. As a result of this study's findings, hospital administration should be better equipped to develop leadership strategies for human resource management that enhance the quality

of nursing services by demonstrating the relevance of transformational and servant leadership on job satisfaction.

LITERATURE REVIEW

Transformational Leadership

According to (Ifta et al., 2022) The ability to inspire confidence in one's superiors is a hallmark of transformational leadership. Because of the high levels of inspiration, attention, and support provided by a leader practicing transformational leadership, followers have faith in their superiors. According to multiple studies, including Suriansyah and Saleh (2022), Fahriyansyah et al. (2022), Aras and Jufri (2022), and Hermawan et al. (2024), transformational leadership is the most effective style of leadership in hospitals and has a significant and positive impact on Job satisfaction.

According to Jankelová and Joniaková (2021), transformational leadership is a key component that determines the degree to which nurses are satisfied with their work environment. This type of leadership is characterised by inspiring motivation and providing ideal influence. This suggests that transformational leadership has the potential to boost nurse job satisfaction by motivating and influencing them in a positive way. Several studies have found that transformational leadership has a positive and substantial effect on employee job satisfaction (Othman & Khrais, 2022; Ramadhona et al., 2022; Purwanto & Sulaiman, 2023) among others. The hypothesis based on the opinions is:

H1: Transformational leadership has a positive and significant impact on OCB nurses.

H4: Transformational leadership has a positive and significant influence on Job Satisfaction

Servant Leadership

According to (Kumari et al., 2022) An organization's servant leadership plays a significant role in inspiring workers to go above and beyond in their work. The idea behind servant leadership is to make workers feel valued, which in turn motivates them to go above and beyond in their work. Furthermore, according to Fathkhurrahman et al. (2024), a servant leader is one who fosters an environment where employees feel valued and respected by their superiors, which in turn boosts job satisfaction. This means that leaders who take the time to get to know their subordinates and provide them with support will have a more positive work experience overall. Multiple studies have found a positive and statistically significant relationship between servant leadership and employee happiness on the job (Harwati et al., 2022; Katitas et al., 2022; Dami et al., 2022).

Serving others has a direct or indirect effect on organisational citizenship behaviour (OCB) and aids in the attainment of personal and group objectives (Alahbabi et al., 2021). Thus, servant leadership can aid in the accomplishment of common goals by both employees and organisations, and it can also promote OCB in a roundabout way. Various studies have looked at how servant leadership affects organisational citizenship behaviour (OCB). Researchers have shown that servant leadership positively affects organisational citizenship

behaviour (OCB) (Jufrizen et al., 2022; Sutiyatno, 2024; Subhaktiyasa et al., 2023).

From the above opinion, the hypothesis is as follows:

H2: Servant Leadership has a positive and significant effect on nurses' OCB.

H5: Servant Leadership has a positive and significant impact on job satisfaction.

Job Satisfaction

According to (Dubey et al., 2022), Workers should be content with their jobs so they can pay closer attention to their environments and make good contributions. Therefore, they can contribute to the organization's success by implementing OCB. Therefore, OCB behaviour contributes to organisational success when workers are happy in their jobs because it encourages them to care more and contribute actively. Job satisfaction has a positive and significant effect on organisational citizenship behaviour (OCB), according to multiple studies (Rusmayanti et al., 2022; Ginting, 2022; Sri Wahyuni & Dyki Dirbawanto, 2022). Employees who are happy in their work are more likely to go above and beyond in their work, which in turn boosts the company's productivity and prosperity.

According to the research (Naimah et al., 2022), contentment in one's work life can moderate the effect of transformational leadership. Additionally, research has shown that transformational leadership positively affects OCB through the mediating variable of job satisfaction (Sihombing & Iqbal, 2024). Good leadership will boost job satisfaction, which in turn encourages the emergence of organisational citizenship behaviour (OCB). That is, if job satisfaction acts as a bridge that strengthens the influence of transformational leadership on organisational citizenship behaviour (OCB).

According to another research (Fathkhurrahman et al., 2024), OCB is significantly impacted by servant leadership in terms of job satisfaction. Job satisfaction is positively and significantly correlated with servant leadership and OCB, according to other studies (Gede Nala Nandana et al., 2024; Wulandari et al., 2021). One theory is that OCB is encouraged by servant leadership styles that boost employee happiness on the job. What this means is that leaders can inspire their teams to greater heights by demonstrating genuine interest in and care for their well-being. According to the previously stated opinion, this hypothesis is:

H3: Job Satisfaction has a positive and significant effect on nurses' OCB

H6: Job Satisfaction mediates the impact of transformational leadership on nurses.

H7: The impact of servant leadership on OCB nurses is mediated by job satisfaction

Organizational Citizenship Behavior

OCB is a kind of voluntary, non-mandatory, informal behaviour that individuals exhibit, and it has the potential to improve the efficiency of organisations (Organ., 1988). Employees' unpaid efforts to help one another out are known as organisational citizenship behaviour (OCB), and they are crucial to the success of any business because they foster a more cooperative and supportive work environment and help get the job done (Najih & Mansyur, 2022). Being helpful to coworkers, volunteering to take on extra work, and

following all company policies and procedures are all examples of these behaviours (Putra R., 2021).

Based on the above, OCB has come to the conclusion that employees' voluntary behaviour, which is not influenced by rewards or coercion, actually benefits the institution. Assisting colleagues, going above and beyond, and following procedures are all examples of this kind of conduct that fosters efficiency, teamwork, and a positive work environment. The variables under study can have a conceptual framework developed from the literature review and other prior research in the following is :

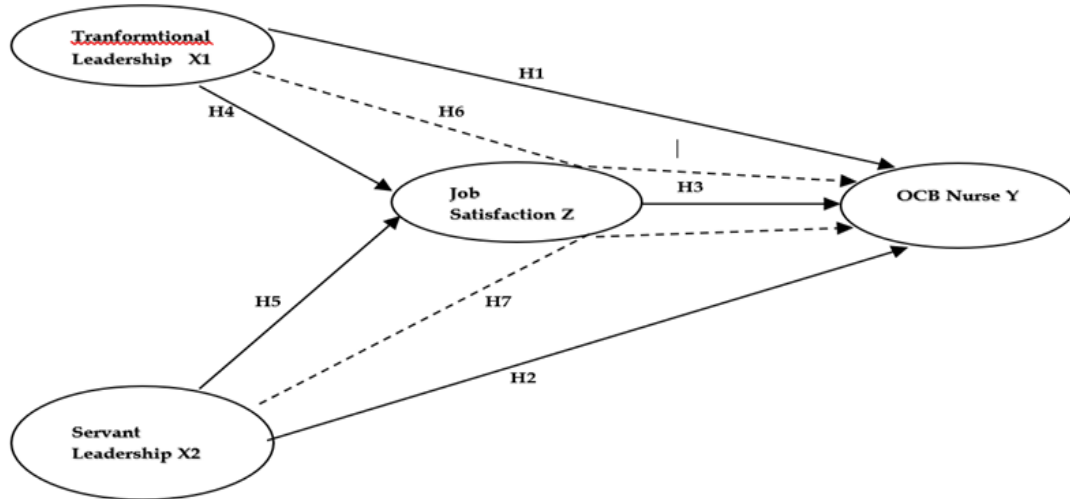


Figure 1. Conceptual Framework

METHODOLOGY

Instrumen

The research approach applied is quantitative, with data collected and a questionnaire using a Likert scale to measure individual responses to the phenomenon. This scale includes a scale that calculates the level of respondent agreement; the categories are separated into four groups: (1) strongly disagree, (2) agree, (3) neutral, and (4) agree. (5) Strongly agree. The correct measuring instrument will produce accurate measurement results and is considered reliable if it produces the same results every time it is used. (Slamet et al., 2022).

Sample

The population is all nurses totaling 70 people, saturated either the sampling procedure or the use of all members of the population as samples to be carried out at Bhayangkara Kendari Hospital, Southeast Sulawesi Province. Saturated sampling is considered a method of sample selection if all members of the population are used as samples (Sugiyono, 2019).

Procedur

The data collection approach consisted of submitting a questionnaire via Google Forms to nurses from December 6 to 18, 2024, which was delivered to respondents so that this data could be used to inform research findings.

Data Analysis Technique

An analysis of the data was carried out using SEM-PLS Version 4, with validity and reliability tests being executed. Using convergent validity, discriminant validity, and composite reliability, the model is extensively tested. Meanwhile, bootstrapping is used to test the inner model using composite reliability and Cronbach's alpha

RESEARCH RESULT

Descriptive Analysis Results

According to (Sugiyono, 2019) descriptive statistics are used to find out and describe research data by calculating average values, which can be seen in the following table:

Table 1. Interval Class Categories

Scope	Category
1,00 - 1,80	Strongly disagree / Very bad.
1,81- 2,60	Disagree / Bad
2,61 - 3,40	Neutral / Average
3,41 - 4,20	Agree / Good
4,21 - 5,00	Strongly agree / Very good

Source: Sugiyono 2019.

The purpose of this analysis is to comprehend how the research variables were perceived by the respondents. Put another way, it aids researchers in recognizing the statements made, which can then be utilized to draw more thorough conclusions about their attitudes or viewpoints. The following respondents' answers to the variables Transformational Leadership (X1), Servant Leadership (X2), Job Satisfaction (Z), and Nurses' Organizational Citizenship Behavior (Y), can be seen in the following table:

Table 2. Descriptive Analysis

Code	Variable	Mean	Category
X1	Transformasional Leadership	4.329	Very good
X2	Servant Leadership	4.043	Good
Z	Job Satisfaction	4.094	Good
Y	Organizational Citizenship Behavior Nurse	4.471	Very good

Source: Processed primary data 2024

It is explained that the average score of the Transformational Leadership variable is 4,329 or a very good category, Servant Leadership is 4,043 or a good category, Job Satisfaction is 4,094 or a good category, Nurses' Organizational Citizenship Behavior is 4,471 or a very good category, the overall average value of the variables is 4,234 or a very good category, but there are still two variables that need to be improved.

Hypothesis Test Results

The SEM model based on variants/components is known as the PLS method, in addition to being able to answer research or variables that are difficult to observe directly by looking at the influence values that occur between two variables, it can also answer the formulation of research problems (Hair et al., 2017). Testing the entire hypothesis using the Partial Least Square (PLS) method with direct and indirect influences, can be seen in the following table:

Table 3. Conclusion of Hypothesis Testing

Code	Hypothesis	Direct influence	Indirect influence
H1	Transformational leadership has a positive and significant impact on nurses' OCB.	accepted	-
H2	Servant Leadership has a positive and significant effect on Nurses' OCB	rejected	-
H3	Job satisfaction has a positive and significant influence on nurses' OCB.	rejected	-
H4	Transformational leadership has a significant and positive effect on job satisfaction.	accepted	-
H5	Servant leadership has a significant and positive impact on job satisfaction.	accepted	-
H6	Job Satisfaction Mediates the Effect of Transformational Leadership on Nurses' OCB.	-	rejected
H7	The Role of Job Satisfaction in Mediating the Effect of Servant Leadership on Nurses' OCB	-	rejected

Source: Processed primary data 2024.

DISCUSSION

The Influence of Transformational Leadership on Nurse OCB

The Nurse OCB is positively and significantly impacted by Transformational Leadership (0.525 path coefficient, 2.775 statistic < 1.96, p-value of 0.006 > 0.05). meaning that nurses can be motivated to exhibit positive behavior through the use of a transformational leadership style. The nurse's performance improves in proportion to the intensity of the transformational leadership. There is a difference in (Qurtubi, 2022) transformational leadership does not influence OCB in a direct way. It is consistent with earlier research that transformational leadership positively and significantly affects organizational citizenship behavior (OCB; Hermawan et al., 2024; Jannati et al., 2022; Suriansyah & Saleh, 2022; Nurhidayati et al., 2021; Aras & Jufri, 2022; Rimatanti & Darmawan, 2023) that this finding is valid. This demonstrates how crucial Transformational Leadership is for enhancing the OCB of Bhayangkara Kendari Hospital's nurses so that they can make a positive impact on the organization.

The Influence of Servant Leadership on Nurse OCB

The study found that there is a marginally significant positive relationship between servant leadership and nurses' organizational citizenship behavior (OCB), with a path coefficient value of 0.046, a statistical value of $3.066 < 1.96$, and a p-value of $0.800 > 0.05$. Thus, other factors have a larger impact on nurses' OCB than servant leadership does, since the latter does not explicitly promote it.

Subhaktiyasa et al. (2023) found that servant leadership positively affects OCB, lending credence to the findings. The effect was positive, but not statistically significant, according to (Pratiwi & Nawangsari, 2021). Wei Si et al. (2023) and Ludin et al. (2023) found no evidence that servant leadership positively affects organizational citizenship behavior (OCB). It follows that servant leadership has the potential to inspire nurses to improve their behavior, but that this effect is weak compared to other factors that impact their organizational citizenship behavior (OCB).

The Influence of Job Satisfaction on Nurse OCB

According to the study's findings, nurses' OCB is positively but not significantly correlated with job satisfaction ($p = 0.238$), with a statistical value of $1.192 < 1.96$ and a p-value of $0.233 > 0.05$. What this means is that there is a positive correlation between nurses' OCB behavior and their job satisfaction, despite the fact that it is insignificant. This suggests that nurses are not sufficiently motivated by job satisfaction to engage in voluntary actions related to their work.

This confirms the results of (Azmy, 2021) and (Arijanto et al., 2023), which demonstrate that, although the effect is small and not statistically significant, job satisfaction does influence OCB. King et al. (2021) and Murwidiastomo et al. (2021) found no statistical or practical significance between OCB and job satisfaction. There are still other factors that impact voluntary behavior in carrying out their work, and job satisfaction is not strong enough to directly influence it.

The Influence of Transformational Leadership on Job Satisfaction

There is a positive correlation between the degree of implementation of transformational leadership and nurses' job satisfaction, according to the study's results. There is a positive and significant relationship between this relationship and nurses' job satisfaction, as indicated by the statistical value of $4.477 < 1.96$ and the p-value of $0.000 < 0.05$. But it proves that transformational leadership isn't any good at making people happy at work (Munfaqiroh Et Al., 2021).

The results of earlier research by Jufrizen et al. (2022), Ramadhona et al. (2022), and Zhang et al. (2022) corroborate this conclusion, demonstrating that transformational leadership significantly and positively impacts job satisfaction. It follows that transformational leadership practices can improve working conditions, which in turn boosts nurses' happiness on the job, which in turn encourages them to maintain positive attitudes and conduct, which in turn helps patients and their families receive the best care possible.

The Influence of Servant Leadership on Job Satisfaction

Job satisfaction among nurses is positively and significantly correlated with servant leadership, according to this study's results. With a path coefficient value of 0.391, a statistical value of $3.066 < 1.96$, and a p-value of $0.002 < 0.00$, it can be concluded that Servant Leadership significantly impacts nurses' job satisfaction. This indicates that the nurse's degree of job satisfaction is directly proportional to the leader's level of Servant Leadership.

Supporting this conclusion are multiple studies (Kitas et al., 2022; Dami et al., 2022; Harwati et al., 2022). highlights the strong and favorable correlation between servant leadership and contentment in one's work. Implementing Servant Leadership is crucial to improve nurses' attitudes and behavior because it has been proven to have a positive and significant effect on Job Satisfaction. Job satisfaction mediates the relationship between transformational leadership and overall clinical behavior (OCB) among nurses.

Organizational citizenship behavior (OCB) is mediated by transformational leadership, not by job satisfaction, the results show. According to the statistical value of $1.190 < 1.96$ and the p-value of $0.234 > 0.05$, the path coefficient has a value of 0.120 and is thus not relevant. To rephrase, it demonstrates that task satisfaction is not a mediator between transformational leadership and OCB, even though OCB is directly affected by the latter. There are other, more consequential things that leaders should consider.

According to studies (Fahreza et al., 2023; Sihombing & Iqbal, 2024), nurses' OCB was found to be influenced by transformational leadership, and job satisfaction did not play a mediating role in this relationship. While transformational leadership does influence organizational citizenship behavior (OCB), it is not via contented employees.

Job satisfaction mediates the impact of servant leadership on nurses' OCB.

The research concluded that job satisfaction had no mediating role between servant leadership and organizational citizenship behavior (OCB). There is a statistical value of $0.979 < 1.96$ and a p-value of $0.328 > 0.05$, with a path coefficient of 0.093. Organizational citizenship behavior (OCB) is greatly impacted by Servant Leadership, but job satisfaction is not necessarily a mediator of this effect. Finding or investigating other variables that might mediate or moderate the relationship between servant leadership and OCB is necessary if we wish to strengthen it.

Consistent with previous research, this study confirms that job satisfaction is not a mediator between servant leadership and organizational citizenship behavior (OCB) (Mach Fira, 2023; Sepang & Merung M, 2025; Ardani, 2021). According to the results, servant leadership can influence OCB, but it is not related to employee happiness on the job.

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Based on the research results, the following conclusions were obtained:

1. Transformational Leadership has a positive and significant effect on nurses' OCB.

2. Servant Leadership has a positive and insignificant effect on nurses' OCB.
3. Job Satisfaction has a positive and insignificant effect on nurses' OCB.
4. Transformational Leadership has a positive and significant effect on Job Satisfaction.
5. Servant Leadership has a positive and significant effect on nurses' Job Satisfaction.
6. Job Satisfaction does not mediate the effect of Transformational Leadership on nurses' OCB.
7. Job Satisfaction does not mediate the effect of Servant Leadership on nurses' OCB.

Implication

This research contributes to the hospital organization needing to improve transformational leadership styles as well as servant leadership approaches. By applying these two leadership styles, these results can help build a more productive, communicative and inspiring environment so that it will increase job satisfaction and OCB of nurses in the workplace.

Recommendations

1. Implement a servant leadership training program among managers or head nurses.
2. Motivate nurses to continue to behave positively and support the success of the organization, such as helping coworkers or taking on additional responsibilities and providing input to leaders.

ADVANCED RESEARCH

This study has several limitations that need to be considered:

1. The scope of the study is limited to one institution, so the results cannot necessarily be generalized.
2. There are likely other variables that influence OCB but are not in this study, the suggestion for further research is to explore other variables that can be mediators or moderating variables such as motivation, compensation, or others to bring up job satisfaction in increasing OCB.

REFERENCES

- Alahbabi, A. M. F. M., Teknikal, U., Melaka, M., Anidah, R., Malaysia, U. T., Samer, M., & Al-Shami, A. (2021). A Framework of Servant Leadership Impact on Job Performance: The Mediation Role of Employee Happiness in UAE Health Sector. In *Academy of Strategic Management Journal*, 2(20), pp.1-14.
- Aras, R. A., & Jufri, M. (2022). The Effects of Leadership Style on Employees' Job Satisfaction and Organizational Citizenship Behavior Across Hierarchical Levels. In *Social Science, Education and Humanities Research Journal*, 639, pp. 227-231.

- Ardiani, W. (2021). The Impact of Servant Leadership on Organizational Citizenship Behavior (OCB) Mediated by Satisfaction Work on Employees of The Palm Oil Research Center. *Jurnal Ekonomi, Bisnis dan Manajemen*, 12 (1), pp.11-19.
- Arijanto, A., Widayati, C., & Halim, H. A. (2023). How Does Transformational Leadership, Work Motivation on Organizational Citizenship Behaviour (OCB) And Job Satisfaction as Mediating Variables in SME Cognizance *Journal of Multidisciplinary Studies*, 3(9), pp.182-189.
- Azmy, A. (2021). Implications of Job Satisfaction, Organizational Commitment, And Organizational Culture on Organizational Citizenship Behavior in Electrical Professional Organizations in Indonesia. *International Journal of Applied Business Research*, 03(02), pp.63-80.
- Munfaqiroh, s., mauludin, h., & suhendar, A. (2021). The Influence of Transformational Leadership on Employee Job Satisfaction with Organizational Commitment as Intervening Variable. *International Journal of Human Resource Studies*, 11(1), 250. <https://doi.org/10.5296/ijhrs.v11i1.18270>
- Dami, Z. A., Imron, A., Burhanuddin, B., & Supriyanto, A. (2022). Servant Leadership and Job Satisfaction: The Mediating Role of Trust and Leader-Member Exchange. *Journal Of Frontiers in Education*, 7(1), pp.1-18.
- Deng, C., Gulseren, D., Isola, C., Grocutt, K., & Turner, N. (2023). Transformational leadership effectiveness: an evidence-based primer. *Human Resource Development International*, 26(5), pp. 627-641.
- Dubey, P., Pathak, A. K., & Sahu, K. K. (2022). Analyzing Workplace Spirituality as a Mediator in The Link Between Job Satisfaction and Organisational Citizenship Behaviour. *Journal Of Management Matters*, 19(2), PP.109-128.
- Fahreza, D., Setyono, L., & Nurtjahjono, G. (2023). How To Improve Job Satisfaction and Organizational Citizenship Behavior Through Transformational Leadership and Organizational Culture? (Study On Employees of PT Anugrah Agung Pratama Kota Kediri). *Equity: Jurnal Ekonomi*, 11(1), pp.67-79.
- Fahriyansyah, M. S., Natsir, M., Sumarsono, T. G., Mazaya, S. U., & Nanang A.S. (2022). Leadership style and organizational citizenship behavior in the local public hospital of Indonesia: The impact of job satisfaction. *International Journal of Research in Business and Social Science*, 11(5), pp. 249-260.
- Fathkhurrahman, H. I., Mohyi, A., & Mu'ammal, I. (2024). The Influence of Servant Leadership and Compensation on Organizational Citizenship

- Behaviour (OCB) With Job Satisfaction as A Mediation Variable. *Jurnal Manajemen Bisnis Dan Kewirausahaan*, 04(03), pp.208–209.
- Fatril, R., Putra, R. B., Dewi, R. C., & Fitri, H. (2022). Pengaruh Servant Leadership Dan Kualitas Kehidupan Kerja Terhadap Organizational Citizenship Behavior (OCB) Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Dinas Pendidikan Kota Padang. *Journal of Law and Economics*, 1(1), pp.21–31.
- Gede Nala Nandana, I., Surya Putra, M., & Penulis, K. (2024). Pengaruh Servant Leadership Terhadap Organizational Citizenship Behavior Dengan Kepuasan Kerja Sebagai Variabel Mediasi. *Jurnal Ilmiah Pariwisata*, 20(1), pp.156–173.
- Ginting, S. (2022). The Effect of Organizational Climate and Job Satisfaction on The Formation of OCB In Marketing Staff of Pt Ajmi Pontianak Branch. *Journal of Asian Multicultural Research for Economy and Management Study*, 2(4), pp.76–83.
- Harwati, C. A., Widiastuti, N., Riauwanto, S., Magister, P., Stie, M., Wiwaha, W., & Com, N. (2022). Pengaruh Gaya Kepemimpinan Melayani Dan Beban Kerja Terhadap Kepuasan Kerja Pegawai Di Kecamatan Magelang Utara Kota Magelang Dengan Motivasi Kerja Sebagai Variabel Intervening. In *Jurnal Riset Akuntansi Dan Bisnis Indonesia STIE Widya Wiwaha*, 02, (04), pp.12-14.
- Hermawan, F., Purnomo, H., Kusumastuti, D., Fitriana, R., Octaleny, E., Ie, M., & Sudadi. (2024). The Role of Transformational Leadership, Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior of SME employees In the Digital Era. *Journal Of Infrastructure, Policy and Development*, 08(07), pp. 9-10.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). SAGE
- Ifta Firdausa Nuzula, Intan Tamara Febrinzky, & Sekar Shabrina Ramadhany. (2022). Effect of Transformational Leadership, Motivation, and Affective Commitment on Organizational Citizenship Behavior (OCB). *Journal of Management Studies and Development*, 1(01), pp. 24–35.
- Jannati, Lubis, A. R., & Putra, T. R. I. (2022). The Effect of Transformation Leadership Style and Compensation on Organizational Citizenship Behavior and Their Implications on The Performance of Police Apparatus at The Ditreskrimsus Polda Aceh. *International Journal of Scientific and Management Research*, 05(03), pp.146–164.
- Jankelová, N., & Joniaková, Z. (2021). Communication Skills and Transformational Leadership Style of First-Line Nurse Managers with Job

Satisfaction of Nurses and Moderators of This Relationship. *Journal of Healthcare (Switzerland)*, 9(3), pp.1-18.

- Jufrizen, Nadia, & Muslih. (2022). Mediation Role of Job Satisfaction on The Influence of Emotional Intelligence and Transformational Leadership on Organizational Commitment. In *International Journal of Science, Technology and Management*.01(02), pp.985-996.
- Katitas, S., Dogan, S., & Yildiz, S. (2022). The Effect of Servant Leadership Behaviors of School Principals on Teachers' Job Satisfaction. *Journal Of Education and Recreation Patterns*, 03(02), pp.1-20.
- Kumari, K., Abbas, J., Hwang, J., & Cioca, L. I. (2022). Does Servant Leadership Promote Emotional Intelligence and Organizational Citizenship Behavior among Employees? A Structural Analysis. *Journal Of Sustainability (Switzerland)*, 14(9), pp.1-18.
- King, M., Bowling, N. A., & Eschleman, K. J. (2021). The Degree of Spuriousness Within the Job Satisfaction-Organizational Citizenship Behavior Relationship. *Journal of Theoretical Social Psychology*, 5(3), pp.162-182.
- Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant Leadership: Development Of a Multidimensional Measure and Multi-level Assessment. *The Leadership Quarterly*, 19(1), pp.161-177.
- Ludin, I., & Mukti, S. (2023). The Influence of Servant Leadership and Organizational Commitment on Organizational Citizenship Behavior (OCB) Of Employee of Minhajul Haq Islamic Boarding School Purwakarta. *Journal of Multidiciplinary Islamic Studies*, 4(2), pp. 83-98.
- Mach Fira, U. (2023). Pengaruh Servant Leadership Dan Empowerment Terhadap Organizational Citizenship Behavior Melalui Kepuasan Kerja Pada PT. Bank Sumut. *Jurnal Akuntansi, Manajemen Dan Ilmu Ekonomi (Jasmien)*, 3(02), pp. 119-130.
- Murwidiastomo, B., & Murwidiastono, B. (2021). Influence Of Organizational Climate and Job Satisfaction on Organizational Citizenship Behavior Mediated by Motivation Variabel. *Dinasti International Journal of Digital Business Management*, 2(6), pp.974-990.
- Naimah, Muflikhatun, Tentama, F., & Yuliasesti Diah Sari, E. (2022). Pengaruh Kepemimpinan Transformasional Dan Keterlibatan Kerja Terhadap Organizational Citizenship Behavior (OCB) Melalui Mediator Kepuasan Kerja. *Psikologika: Jurnal Pemikiran Dan Penelitian Psikologi*, 27(2), pp.197-222.

- Najih, S., & Mansyur, A. (2022). Organizational Citizenship Behavior (OCB): Efek Budaya Organisasi Dan Work-Family Conflict. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 5(1), pp.347-354.
- Nurhidayati, A. N., Susita, D., & Sebayang Arfiando. Dianta Karuniana. (2021). The Effect of Transformational Leadership and Perceived Organizational Justice on Organizational Citizenship Behavior with Job Satisfaction as Intervening Variable. *The International Journal of Social Sciences World*, 3 (2), pp.193-204.
- Organ, D. W. 1988. *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington, MA: Lexington Books, pp.530.
- Othman, T., & Khrais, H. (2022). The Relationship Between Transformational Leadership, Job Satisfaction, And Organizational Commitment in Jordanian Nurses. *Journal of Anaesthesia, Pain and Intensive Care*, 26(3), pp.304-309.
- Pratiwi, L. A., & Nawangsari, L. C. (2021). Organizational Citizenship Behavior while mediating Self-Efficacy, Servant Leadership, and Organization Culture on Employee Performance. *European Journal of Business and Management Research*, 6(1), pp.225-231.
- Purwanti, R. Y., Sariatni, A., & Dwiantoro, L. (2023). The Impact of Servant Leadership in Nursing Practice at The Hospital: A Literature Review. *Journal of Holistic Nursing Science*, 10(2), pp.84-86.
- Purwanto, A., & Sulaiman, A. (2023). The Role of Transformational and Transactional Leadership on Job Satisfaction of Millennial Teachers, *Universal Journal of Science and Technology*, 02(02), pp.3-6.
- Putra, R., & Penulis, K. (2021). Pengaruh Kepemimpinan Dan Kompetensi Terhadap Kinerja Karyawan Melalui Organizational Citizenship Behavior (OCB) Karyawan Sebagai Variabel Intervening Pada Perusahaan Pt. Sawah Solok. *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 02(02), pp.989-1001.
- Quesado, A. J., Estanqueiro, M., Melo, M. B., & Oliveira, I. (2022). Transformational Leadership and Nurses' Satisfaction with Their Team: A Cross-Sectional Study. *Journal of Nursing Practice Today*, 09(03), pp.243-250.
- Robbins, S. P., & Judge, T. A. (2015). *Organizational Behavior* (16th ed.). Pearson Education, Inc. pp.261.
- Ramadhona, P., Erlina, R. R., & Jimad, H. (2022). Effect of Emotional Intelligence and Transformational Leadership on Employee Performance Mediated by

Employee Job Satisfaction. *International Journal of Economics, Business, and Entrepreneurship*, 05(02), pp.58-68.

- Rusmayanti, P. A., Martini, N. N. P., & Qomariah, N. (2022). The Effect of Competence and Job Satisfaction on Organizational Citizenship Behavior and Employee Performance. *International Journal of Business and Management Invention (IJBMI)*, 11(01), pp.21-29.
- Rimatanti, N. F., & Darmawan, A. (2023). Influence of Quality of Work Life (QWL), Organizational Commitment (OC), and Transformational Leadership on Organizational Citizenship Behavior (OCB). *Journal of Economics, Social, and Humanities*, 1(1). <https://doi.org/10.30595/jesh.v1i1.76>
- Sihombing, O. N., & Iqbal, M. A. (2024). The Effect of Transformational Leadership and Organizational Commitment with Job Satisfaction as Intervening Variable on Organizational Citizenship Behavior for The Environment (OCBE)-Case Study of Employees in Agency of Labor, Transmigration and Energy Special Capital Region of Jakarta. *Indonesian Journal of Business Analytics (IJBA)*, 03(01), pp.127-146.
- Spector, P. E. (1985). Measurement Of Human Service Staff Satisfaction: Development of The Job Satisfaction Survey. *American Journal of Community Psychology*, 13(6), pp.693-713
- Sri Wahyuni, W., & Dyki Dirbawanto, N. (2022). The Effect of Job Satisfaction and Organizational Commitment on Organizational Citizenship Behavior in Employees. In *Journal of Humanities, Social Sciences and Business (JHSSB)*, 02(02), pp.313-315.
- Steify M.E.W Sepang, H. M. M. (2025). Servant Leadership Dan Budaya Organisasi: Implikasi Terhadap Organizational Citizenship Behavior Dengan Kepuasan Kerja Karyawan Akuntansi Sebagai Variabel Mediasi Pada Perusahaan Manufaktur Di Kota Manado. *Jurnal Ekonomi Bisnis*, 8(1), pp.1094-1111.
- Subhaktiyasa, P. G., Andriana, K. R. F., Sintari, S. N. N., Wati, W. S., Sumaryani, N. P., & Ledo, Y. U. (2023). Effect Of Transformational Leadership, Servant Leadership, And Spiritual Leadership on Organizational Citizenship Behavior. *Jurnal Organisasi Dan Manajemen*, 19(01), pp.224-238.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif dan R&D*. Alfabeta
- Slamet, R., & Wahyuningsih, S. (2022). Validitas Dan Reliabilitas Terhadap Instrumen Kepuasan Kerja. *Aliansi: Jurnal Manajemen dan Bisnis*, 17(2), pp.51-54.

- Suriansyah, A., & Saleh, M. (2022). The Effect of The Transformational Leadership, Work Culture and Work Environment on Teachers' Organizational Citizenship Behavior (OCB). *International Journal of Social Science and Human Research*,05(12), pp.5400-5401.
- Sutiyatno, S. (2024). The Effect of Servant Leadership and Authentic Leadership on Employee Performance: The Mediating Role of Organizational Citizenship Behavior (OCB). *Journal Of Economics, Finance and Management Studies*,07(01). pp.336-338.
- Wulandari, D., Sunaryo, W., & Indrajanti Tedjasukmana, D. (2021). Improving Organizational Citizenship Behavior (OCB) Through Servant Leadership and Job Satisfaction. *Journal Of Advances in Social Science, Education and Humanities Research*. (566), pp.46-49.
- Si, W., Shi, S., Zhou, M., & Cai, Z. (2023). Taken for granted: When servant leadership may be negatively related to OCB via psychological entitlement. *Journal of Business Research*, 166, 114122.
- Qurtubi, A. (2022). The Effects of Transformational Leadership and Organizational Citizenship Behavior (Ocb) On Islamic School Teachers' Satisfaction. *Journal of Positive School Psychology*, 2022(7), 2744–2753. <http://journalppw.com>
- Zhang, J., Huang, Q., & Xu, J. (2022). The Relationships Among Transformational Leadership, Professional Learning Communities and Teachers' Job Satisfaction in China: What Do the Principals Think. *Journal of Sustainability (Switzerland)*,14(04), pp.10-12.