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The Impact of Transformational Leadership, Compensation and Job Satisfaction on OCB through Work Motivation as a Mediating Variable

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ABSTRACT

Objectives: This study examines the impact of transformational leadership, salary, and job satisfaction on organizational citizenship behavior (OCB) at PT NCS Jakarta, using work motivation as a mediating variable. The purpose of this study is to evaluate whether these variables influence OCB behavior among employees of PT. NCS Jakarta.

Methodology: This study used a quantitative method, with data analyzed using Structural Equation Modeling (SEM) SmartPLS. The population included 482 people from 11 divisions at PT. NCS Jakarta, and the sampling strategy used was random sampling, with a total of 221 employees. Results were acquired via questionnaires.

Findings: According to the findings of the study that transformational leadership has a favorable and significant effect on staff motivation at PT. NCS Jakarta. This suggests that when leaders use transformational leadership behavior, employee work motivation to improve the result of the work load.

Conclusion: The results of the study indicates that transformational leadership has a significant positive effect on work motivation, transformational leadership does not affect OCB, job satisfaction has a significant positive impact on work motivation, job satisfaction has a significant positive impact on OCB, compensation has a significant positive effect on work motivation, compensation has a significant positive impact on OCB, work motivation has a significant positive effect on OCB, work motivation

Keywords: Transformational Leadership; Compensation; Job Satisfaction; Work Motivation; OCB.

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INTRODUCTION

The business sector is experiencing significant growth, leading to heightened competition within the industry. A variety of companies implement various strategies aimed at enhancing their competitive edge to draw in customers or consumers. Both the industrial and service sectors of the business world are highly competitive. The courier service is a specific kind of service industry. Due to intense rivalry brought on by the rising demand for courier services, service providers must devise plans to win over customers (Ahmad & Firmansyah, 2018).

An organization's human resources (HR) are required to do their duties in accordance with the roles and responsibilities that the organization has established. But eventually, some workers also contribute positively to the production of the company while carrying out their responsibilities. In actuality, companies need workers who can not only complete their primary responsibilities but also have the willingness to take on extra work. According to Meilina (2017), this conduct is referred to as extra-role behavior or, more widely, Organizational Citizenship Behavior (OCB). Employee conduct exemplifies OCB's traits, as staff members exhibit admirable conduct beyond the duties, obligations, and roles that the business requires of them (Soelton, 2023).

According to Organ (2018), OCB is a behavior that can improve a company's effectiveness even though it isn't explicitly acknowledged as a reward. One definition of OCB is activity that improves an organization's operations but is typically neither explicitly requested nor directly rewarded in the reward system (Soelton, 2023). Additionally, according to Organ (2018), OCB is essential to an organization's ability to survive. Numerous studies have demonstrated that OCB can positively affect an organization's performance, stability, productivity, improved HR utilization, and ability to adjust to changing conditions (Tambe & Shanker, 2014).

Consumer confidence in PT. NCS is quite strong, according to monthly assessments on the productivity of the goods received. Based on the statistics, the overall success rate—roughly 85% to 90% of items successfully delivered to the customer—shows the success rate of shipments. The things that the customer returns show whether there was a delivery error. Roughly 10% to 15% of consumer packages have been returned to the sender, according to data. In most cases, missing or inaccurate addresses, inactive customer phones, and other factors lead to delivery failures.

There are several reasons why OCB (Organizational Citizenship Behavior) is crucial to businesses, especially PT. NCS Jakarta. Workers with a high OCB can help the organization grow. On the other hand, if employees have a low OCB, it may impede the company's success, even if it has no direct impact. According to Utomo et al. (2019), the higher the OCB, the better the employee performance. This suggests that the organization need individuals that not only understand their fundamental duties and responsibilities, but also display the OCB behaviors indicated above.

According to Bashrach (in Lubis, 2017), OCB can occur as a result of a variety of circumstances within an organization, including the leadership style of the CEO. According to Robbins and Judge (2015), transformational leadership is leadership that can inspire employees and put individual desires aside for the benefit of the firm, while also having a powerful influence on its employees. Transformational leadership can be a good influence for the company in increasing employee OCB and achieving company objectives (Lingyun, 2019).

Handoko (2016) defines compensation as something earned by employees as a reward for their efforts. Employees are entitled to additional compensation beyond salary, such as allowances, training, promotions, and awards. Employees receive performance-oriented allowances, with the amount determined by a review of each employee's monthly evaluation. Job satisfaction is important since it helps both individuals and the organization. Employees may benefit from job

satisfaction study since it might lead to attempts to improve their quality of life and happiness. Job satisfaction research can help firms increase productivity and save costs by enhancing employee attitudes and behaviors (Sutirno, 2016).

According to the theory provided above, it is reasonable to believe that there is a link between the factors of transformational leadership, salary, and work satisfaction, all of which have an effect on OCB through motivation. According to prior study, each variable has a beneficial effect on motivation. As a result, transformational leadership, salary, and job satisfaction all have a favorable impact on the OCB, which can be influenced by motivation, and should be investigated further.

LITERATURE REVIEW

- A. Organizational Citizenship Behavior (OCB)
Organ (in Titisari, 2014) identifies five dimensions of OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.
- B. Transformational Leadership
According to Robbins and Judge (2015), transformational leadership consists of four components: idealized influence, personal consideration, intellectual stimulation, and inspirational drive.
- C. Compensation
According to Dessler (2016), employee remuneration consists of two basic components: direct financial payments and indirect financial payments.
- D. Job Satisfaction
According to Luthans (2011), there are five signs of job satisfaction: the job itself, supervision, coworkers, promotion chances, and salary.
- E. Work Motivation
According to Edison et al. (2016), Abraham Maslow's hierarchy of requirements includes the following dimensions: a) physiological needs, b) safety needs, c) affiliation needs, d) esteem needs, and e) self-actualization needs.
- F. Previous Research
According to Heni et al. (2019), transformational leadership has a positive and significant impact on OCB, as does work satisfaction, and both transformational leadership and job satisfaction have a positive and significant impact on OCB. According to Rozzaid et al. (2019), remuneration and work motivation have an impact on job satisfaction when combined, as well as when used alone.
- G. Framework

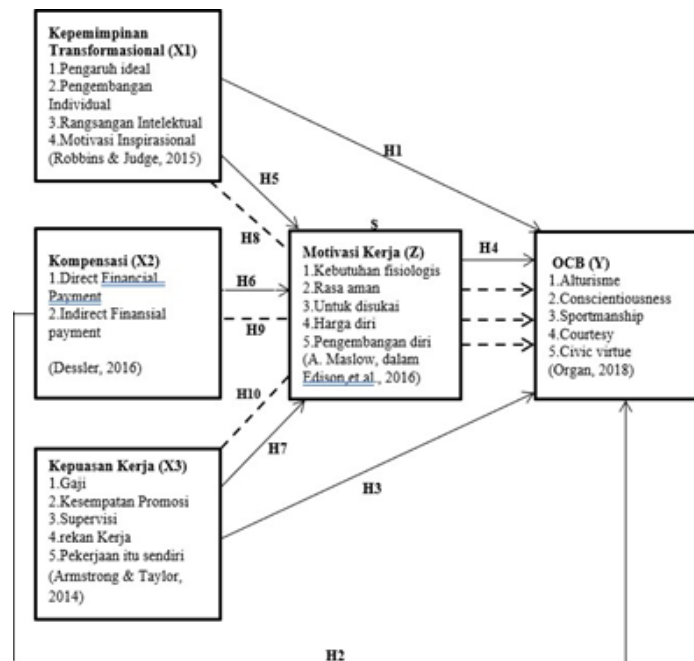


Figure 1. Research Conceptual Framework

H. Hypothesis

The following are the explanations for the hypotheses:

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

H2: Compensation has a positive and significant effect on OCB.

H3: Job satisfaction has a positive and significant effect on OCB.

H4: Work motivation has a positive and significant effect on OCB.

H5: Transformational leadership has a positive and significant effect on work motivation.

H6: Compensation has a positive and significant effect on motivation.

H7: Job satisfaction has a positive and significant effect on work motivation.

H8: Transformational leadership has a positive and significant effect on OCB through work motivation as a mediating variable.

H9: Compensation has a positive and significant effect on OCB through work motivation as a mediating variable.

H10: Job satisfaction has a positive and significant effect on OCB through work motivation as a mediating variable.

METHODOLOGY

This is explanatory study using a quantitative technique. Explanatory study seeks to explain the generalization of samples to the population while also describing correlations, differences, and the effects of variables on others. As a result, this study used samples to examine the hypotheses that were previously proposed. The variable measurement use the Likert scale. PT. NCS Jakarta has 482 employees in 11 departments, with a sample size of 221 respondents. To evaluate the hypotheses, the data was analyzed using Structural Equation Modeling (SEM) and Partial Least Squares (PLS) software.

RESULTS AND DISCUSSION

Respondent Characteristics

A total of 221 respondents in this study are employees of PT. NCS Jakarta. The respondent characteristics based on gender show that there are 135 males (61.1%) and 86 females (38.9%). Based on age, 46 (20.8%) are aged 21 to 31 years-old, 128 (57.9%) are aged 31 to 40 years-old, 43 (19.5%) are aged 41 to 50 years-old, and 4 (1.8%) are aged 50 years-old and above. Based on length of service, 30 (13.6%) have been with the company for 0-2 years, 135 (61.1%) have been with the company for 3-5 years, 43 (19.5%) have been with the company for 10-14 years, and 13 (5.9%) have been with the company for over 15 years. Based on marital status, 138 (62.4%) are unmarried and 83 (37.6%) are married. Based on education, 28 (12.7%) have a high school diploma or equivalent, 117 (52.9%) hold a Bachelor's degree, 73 (33%) hold a Master's degree, and 3 (1.4%) hold a Doctoral degree. The respondents referred to here are employees of PT. NCS Jakarta.

Based on the results shown in the image above, it is clear that all indicators now have an outside loading value larger than 0.5, suggesting that they are legitimate. This can also be proven with construct reliability and validity tests, which examine the AVE values as follows:

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership	0,885	0,893	0,909	0,557
Job Satisfaction	0,942	0,943	0,950	0,658
Compensation	0,895	0,899	0,920	0,658
Work Motivation	0,937	0,946	0,947	0,623

Based on the table above, it is evident that the AVE value exceeds 0.5, indicating that It is legitimate.

Discriminant Validity

The discriminant Validity test is evaluated based on the cross-loading values of the measurement with their respective constructs as follows:

Table 2. Discriminant Validity

	Transformational Leadership	Job Satisfaction	Compensation	Work Motivation	Organizational Citizenship Behavior
Transformational Leadership	0,746				
Job Satisfaction	0,675	0,811			
Compensation	0,737	0,733	0,811		
Work Motivation	0,717	0,710	0,730	0,789	
Organizational Citizenship Behavior	0,695	0,700	0,744	0,759	0,785

The Fornell-Larcker test show that the square root of the average variance extracted (\sqrt{AVE}) for each construct exceeds the correlation between one construct and others in the model. The AVE values from the table above indicate that the constructs in the calculated model match the discriminant validity criteria.

a) Composite Reliability

One of the model reliability tests utilized in this work is the composite reliability values of rho_a and rho_c as shown below:

Table 3. Composite Reliability

	Composite Reliability rho_A	Composite Reliability rho_C
Transformational Leadership	0,893	0,909
Job Satisfaction	0,943	0,950
Compensation	0,899	0,920
Work Motivation	0,946	0,947

Based on the table above, it can be seen that the composite reliability values are greater than 0.7, meaning that all constructs are considered valid.

b) Cronbach's Alpha

The following is the result of testing composite reliability using Cronbach's alpha:

Table 4. Cronbach's Alpha

	Cronbach's Alpha
Transformational Leadership	0,885
Job Satisfaction	0,942
Compensation	0,895
Work Motivation	0,937

The table above shows that Cronbach's alpha is greater than 0.7, indicating that all constructs are genuine.

Structural Model Test (Inner Model)

1) Goodness of Fit Model Test

R-Square

The following are the R-Square calculation results:

Table 5. R-Square Values

	R Square	R Square Adjusted
Work Motivation	0,836	0,834
<i>Organizational Citizenship Behavior</i>	0,747	0,742

According to the table above, the R-Square values are 0.836 and 0.747, suggesting that the independent variables contribute considerably to explaining the dependent variables, or that the model is strong.

2) Hypothesis Testing

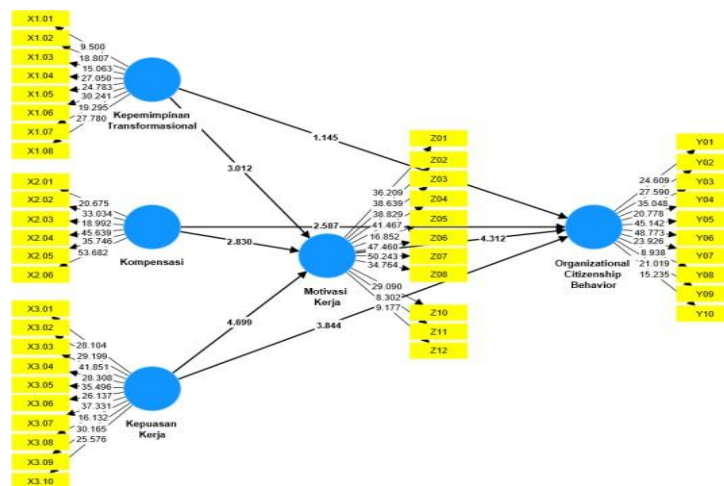
Hypothesis testing for each path coefficient yielded the following results:

Table 6. Path Coefficients

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Transformational Leadership -> Work Motivation	0,252	0,084	3,012	0,000	Positive-Significant
Transformational Leadership -> <i>Organizational Citizenship Behavior</i>	0,080	0,070	1,145	0,252	Insignificant
Job Satisfaction -> Work Motivation	0,381	0,081	4,699	0,000	Positive-Significant
Job Satisfaction -> <i>Organizational Citizenship Behavior</i>	0,281	0,073	3,844	0,000	Positive-Significant
Compensation -> Work Motivation	0,230	0,081	2,830	0,001	Positive-Significant
Work Motivation -> <i>Organizational Citizenship Behavior</i>	0,314	0,073	4,312	0,000	Positive-Significant
Mediation					
Compensation -> Work Motivation -> <i>Organizational Citizenship Behavior</i>	0,182	0,054	3,388	0,001	Partial Mediation

Kepuasan Kerja -> Work Motivation - > <i>Organizational Citizenship Behavior</i>	0,415	0,081	5,126	0,000	Partial Mediation
Transformational Leadership -> Work Motivation - > <i>Organizational Citizenship Behavior</i>	0,095	0,053	1,598	0,072	Unmediated

Figure 6. Path Coefficients Test (Bootstrapping)



- The hypothesis test results in Table 6 indicate a positive correlation between Transformational Leadership and Work Motivation, with an original sample value of 0.252. The t-statistic value of $3.012 > (t\text{-table} = 1.65964)$ and the p-value of $0.000 < (\alpha = 0.05)$ show that Transformational Leadership has a positive and significant effect on Work Motivation.
- The hypothesis test results in Table 6 indicate a positive connection between Transformational Leadership and Organizational Citizenship Behavior (original sample value = 0.080). The t- statistic value of $1.145 < (t\text{-table} = 1.65964)$ and p-value of $0.252 > (\alpha = 0.05)$ show that Transformational Leadership does not significantly affect Organizational Citizenship Behavior.
- The hypothesis test results in Table 6 indicate a positive connection between Job Satisfaction and Work Motivation (original sample value = 0.381). The t- statistic value of $4.699 > (t\text{-table} = 1.65964)$ and the p-value of $0.000 < (\alpha = 0.05)$ show that Job Satisfaction has a positive and significant effect on Work Motivation.

- d. The hypothesis test results in Table 6 indicate a positive connection between Job Satisfaction and Organizational Citizenship Behavior (original sample value = 0.281). The t-statistic value of $3.844 > (t\text{-table} = 1.65964)$ and the p-value of $0.000 < (\alpha = 0.05)$ show that Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior.
- e. The hypothesis test results in Table 6 indicate a positive connection between Compensation and Work Motivation (original sample value = 0.230). The t-statistic value of $2.830 > (t\text{-table} = 1.65964)$ and the p-value of $0.001 < (\alpha = 0.05)$ show that compensation has a positive and significant effect on work motivation.
- f. The hypothesis test results in Table 6 indicate a positive connection between Compensation and Organizational Citizenship Behavior (original sample value = 0.221). The t-statistic value of $2.587 > (t\text{-table} = 1.65964)$ and the p-value of $0.002 < (\alpha = 0.05)$ show that compensation has a positive and significant effect on organizational citizenship behavior.
- g. The hypothesis test results in Table 6 indicate a positive connection between Work Motivation and Organizational Citizenship Behavior (original sample value = 0.314). The t-statistic value of $4.312 > (t\text{-table} = 1.65964)$ and p-value of $0.000 < (\alpha = 0.05)$ show that work motivation has a positive and significant effect on organizational citizenship behavior.
- h. According to the hypothesis test results in Table 6, the original sample value for Compensation toward Organizational Citizenship Behavior through Work Motivation is 0.182, indicating that the relationship between Compensation and Organizational Citizenship Behavior through Work Motivation is positive. The t-statistic value of $3.388 > (t\text{-table} = 1.65964)$ and the p-value of $0.001 < (\alpha = 0.05)$ suggest that Work Motivation mediates the influence of Compensation on Organizational Citizenship Behavior.
- i. The hypothesis test results in Table 6 indicate a positive relationship between Job Satisfaction and Organizational Citizenship Behavior through Work Motivation (original sample value = 0.415). The t-statistic value of $5.126 > (t\text{-table} = 1.65964)$ and the p-value of $0.000 < (\alpha = 0.05)$ show that Work Motivation mediates the effect of Job Satisfaction on Organizational Citizenship Behavior.
- j. According to the hypothesis test results in Table 6, the original sample value for Transformational Leadership toward Organizational Citizenship Behavior through Work Motivation is 0.095, indicating that the relationship between Transformational Leadership and Organizational Citizenship Behavior through Work Motivation is positive. The t-statistic value of $1.598 < (t\text{-table} = 1.65964)$ and the p-value of $0.072 > (\alpha = 0.05)$ show that Work Motivation does not mediate the influence of Transformational Leadership on Organizational Citizenship Behavior.

CONCLUSION AND SUGGESTIONS

Conclusions

According to the findings of the study "The Influence of Transformational Leadership, Compensation, and Job Satisfaction on OCB Through Work Motivation as a Mediating Variable (A Study on PT. NCS Jakarta)," the following conclusions can be drawn:

- 1) Transformational leadership has a favorable and significant effect on staff motivation at PT. NCS Jakarta. This suggests that when leaders use transformational leadership behavior, employee work motivation improves.
- 2) PT. NCS Jakarta employees' organizational citizenship behavior is unaffected by transformational leadership. This suggests that if a leader's behavior is excellent or terrible, it has no bearing on the level of organizational citizenship behavior.
- 3) Employees at PT. NCS Jakarta report higher work motivation when they are satisfied with their jobs. This suggests that when people are satisfied with their jobs, they become more motivated to work.
- 4) Job satisfaction positively impacts organizational citizenship behavior among employees at PT. NCS Jakarta. This suggests that when a company gives a high level of job satisfaction, employees will display good organizational citizenship behavior.
- 5) Compensation positively impacts employee motivation at PT. NCS Jakarta. This suggests that when employees are well compensated, their work incentive will be high.
- 6) Compensation positively impacts organizational citizenship behavior among employees at PT. NCS Jakarta. This means that when the company's compensation matches the demands of its employees, their organizational citizenship behavior improves.
- 7) Work Motivation positively impacts Organizational Citizenship Behavior at PT. NCS Jakarta. This suggests that when employees are highly motivated, they will demonstrate Organizational Citizenship Behavior in their work.
- 8) At PT. NCS Jakarta, workers' work motivation partially mediates the influence of compensation on organizational citizenship behavior.
- 9) At PT. NCS Jakarta, work motivation partially mediates the relationship between job satisfaction and organizational citizenship behavior.
- 10) At PT. NCS Jakarta, work motivation does not affect transformational leadership's impact on organizational citizenship behavior among employees.

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