Jurnal Minds: Manajemen Ide dan Inspirasi
Vol. 13, No.1 (June) 2026: 129-140

LEADERSHIP–MOTIVATION ASYMMETRY IN SHAPING OCB: EVIDENCE FROM PUBLIC SECTOR MEDIATION DYNAMICS

Surianto*, Fitriani Latief
Institute Teknologi dan Bisnis Nobel Indonesia, Indonesia

Citation (APA 7th): Surianto, S., & Latief, F. (2026). Leadership–Motivation Asymmetry in Shaping OCB: Evidence from Public Sector Mediation Dynamics. *Jurnal Minds: Manajemen Ide Dan Inspirasi*, *13*(1), 129–140. https://doi.org/10.24252/minds.v13i1.63112

Submitted: 01 December 2025
Revised: 20 February 2026
Accepted: 03 April 2026
Published: 27 April 2026

Copyright: © 2026 by the authors.

ABSTRACT: This study aims to examine the effects of leadership style and work motivation on Organizational Citizenship Behavior (OCB), with job satisfaction as a mediating mechanism among civil servants. The study contributes by revealing an asymmetric mediation pattern in which leadership influences OCB both directly and through job satisfaction, while motivation operates primarily through a direct pathway without significant mediation. Using saturated sampling, data from 195 respondents were analyzed through inferential statistical techniques to test direct and indirect relationships. The results show that leadership significantly enhances job satisfaction and OCB, whereas motivation significantly affects OCB but not job satisfaction. Job satisfaction positively influences OCB and mediates only the leadership–OCB relationship. These findings highlight differentiated behavioral pathways, suggesting that leadership functions as a dual-impact driver, while motivation acts as an immediate trigger, with job satisfaction serving a selective reinforcing role in strengthening OCB.

Keywords: Organizational Citizenship Behavior (OCB); Leadership Style; Work Motivation; Job Satisfaction; Asymmetric Mediation

*Corresponding Author: surianto@stienobel-indonesia.ac.id
DOI: https://doi.org/10.24252/minds.v13i1.63112
ISSN-E: 2597-6990
ISSN-P: 2442-4951
http://journal.uin-alauddin.ac.id/index.php/minds
Publisher: Management Department, Universitas Islam Negeri Alauddin Makassar, Indonesia

INTRODUCTION

Contemporary organizational environments are shaped by accelerated technological change, institutional reform, and rising performance pressures that redefine employee expectations and behavioral standards. Public sector organizations, in particular, face persistent demands for service quality, responsiveness, and accountability, yet empirical observations continue to indicate uneven employee engagement beyond formal task execution. This condition signals a structural gap between prescribed roles and discretionary contributions, where the absence of extra-role behavior constrains organizational effectiveness. Human resources therefore no longer function merely as operational executors but as behavioral agents whose adaptability determines institutional resilience (Gazi et al., 2024). Failure to align behavioral capacity with these escalating demands risks eroding performance continuity and service legitimacy.

This structural pressure redirects attention toward Organizational Citizenship Behavior (OCB) as a critical behavioral mechanism that sustains organizational functioning beyond formal controls. OCB represents voluntary actions that extend beyond contractual obligations and contribute to collective efficiency, coordination, and organizational reputation (Cho et al., 2022). Empirical evidence consistently positions OCB as a determinant of team effectiveness, process fluidity, and service quality across organizational contexts (Wonda & Hailu, 2024). However, the theoretical debate does not rest on its outcomes but on its antecedents, particularly the extent to which OCB emerges from structural conditions versus individual dispositions. This tension frames OCB not as a spontaneous behavior but as an outcome of organizational design and psychological alignment.

Leadership theory offers a structural explanation by positioning leadership style as a primary driver of behavioral activation. Leadership provides direction, normative guidance, and socio-emotional reinforcement that shape employee perceptions of organizational expectations (Pasaribu et al., 2022). Effective leadership cultivates trust, clarity, and engagement, thereby increasing the likelihood of discretionary contributions (Ansong et al., 2024). Yet, this perspective encounters limits when leadership influence fails to translate uniformly into behavioral outcomes, suggesting that structural authority alone does not guarantee extra-role engagement. The debate therefore shifts toward the role of internal psychological states that mediate or condition leadership effects.

Motivation theory introduces an individual-level mechanism that explains variability in behavioral responses. Motivation operates as an internalized force that sustains effort, persistence, and willingness to exceed formal requirements (Nguyen et al., 2022). Empirical studies demonstrate that motivated employees are more inclined to engage in cooperative behavior, provide assistance, and undertake discretionary tasks (Rizaie et al., 2023; Santos et al., 2023). However, motivation does not operate in isolation; its behavioral expression depends on evaluative processes that determine whether organizational conditions are perceived as fair, meaningful, and rewarding. This limitation directs attention to job satisfaction as a critical evaluative construct.

Job satisfaction functions as an affective-cognitive appraisal that integrates leadership experience and motivational states into a coherent behavioral response. It reflects employees' evaluation of work conditions, relational dynamics, and reward structures, thereby influencing their willingness to reciprocate organizational treatment (Dai et al., 2022). From the perspective of Social Exchange Theory (SET), positive organizational inputs generate reciprocal behaviors in the form of commitment and OCB (Firmansyah et al., 2022). Empirical findings support the role of satisfaction in strengthening loyalty and discretionary engagement (Haskasap et al., 2023). Nevertheless, theoretical ambiguity persists regarding whether all antecedents of OCB necessarily pass through affective evaluation, or whether certain drivers exert direct behavioral effects independent of satisfaction.

This study addresses that ambiguity by examining the interplay between leadership style, work motivation, job satisfaction, and OCB within a public sector context. Evidence from the public sector organization reveals patterned variation in discretionary behavior that cannot be fully explained by a single pathway. The study demonstrates that leadership operates through a satisfaction-mediated mechanism, while motivation exerts a direct influence on OCB without requiring affective mediation. This differentiation advances Social Exchange Theory by

introducing a dual-pathway explanation of extra-role behavior, where structural and psychological drivers follow distinct transmission routes. The contribution lies in clarifying the boundary conditions of affective mediation and repositioning OCB as a product of both mediated reciprocity and direct motivational activation within public organizational settings.

THEORETICAL REVIEW

Social Exchange Theory (SET)

Social Exchange Theory (SET) is a theoretical framework that explains the relationship between leadership style, work motivation, and OCB, and job satisfaction. The application of Social Exchange Theory (SET) in explaining the relationship between leadership style and OCB can be understood through the reciprocal process that occurs in leader-employee interactions. When leaders demonstrate concern, support, and create a positive work climate, employees feel they gain psychological and emotional benefits. This feeling of appreciation then encourages them to contribute beyond their formal duties, which is reflected in increased OCB behavior (Dai et al., 2022; Firmansyah et al., 2022; Ansong et al., 2024).

A number of studies show that leadership styles that prioritize inspiration, role modeling, and empowerment, such as transformational leadership and servant leadership, are consistently able to increase the tendency of employees to display voluntary behavior as a form of healthy reciprocal relationships (Cho et al., 2022; Qalati et al., 2022; Taamneh et al., 2024; Dami et al., 2024). In addition, SET is also relevant in explaining the relationship between work motivation and the emergence of OCB behavior. High work motivation is usually formed when employees perceive a mutually beneficial exchange between themselves and the organization (Nguyen et al., 2022; Rizaie et al., 2023). When organizations provide support, recognition, development opportunities, and adequate working conditions, employees will feel a moral obligation to reciprocate through greater commitment and contribution. From a SET perspective, work motivation acts as a reciprocal response to the organization's investment in employees (Luo et al., 2025). Thus, motivated employees are not only driven to achieve formal performance targets, but are also more likely to engage in prosocial behaviors such as helping coworkers, maintaining the work environment, and undertaking additional initiatives that reflect OCB (Wonda & Hailu, 2024; Santos et al., 2023).

In relation to job satisfaction, SET also provides a strong theoretical foundation for how feelings of satisfaction with one's job and work environment foster OCB behavior. Employees who feel their needs, expectations, and preferences are met will perceive a fair exchange relationship with the organization. This condition gives rise to a moral obligation and a desire to reciprocate the organization's kindness through greater contributions. Previous research has shown that job satisfaction plays a key role in the emergence of OCB, as satisfied employees tend to exhibit extra-role behaviors as a form of non-material reward for the organization (Dai et al., 2022; Haskasap et al., 2023; Nguyen & Haar, 2024; Barokah et al., 2025).

Hypothesis Development

Organizational Citizenship Behavior (OCB) represents discretionary employee behavior that extends beyond formal role requirements and contributes to organizational effectiveness through cooperation, initiative, and voluntary support. Contemporary literature no longer treats OCB as a peripheral construct but as a central behavioral mechanism that sustains organizational adaptability and performance, particularly in service-oriented and bureaucratic contexts where coordination and informal problem solving are critical (Cho et al., 2022; Nguyen et al., 2022; Rizaie et al., 2023; Wonda & Hailu, 2024). The theoretical foundation of OCB is strongly rooted in Social Exchange Theory, which posits that employees reciprocate favorable organizational treatment through positive discretionary behavior (Dai et al., 2022; Firmansyah et al., 2022). This reciprocity is not purely transactional but affective and relational, shaped by perceived fairness, trust, and organizational support. More recent work extends this view by showing that OCB can also emerge from identity-based and normative mechanisms, where employees internalize organizational goals and public service values independent of direct exchange (Luo et al., 2025;

Santos et al., 2023). Thus, OCB operates through both relational reciprocity and internalized commitment, positioning it as a multidimensional behavioral outcome rather than a singular moral trait.

Leadership style constitutes a primary structural driver that shapes employees' perception of the organization and influences both attitudinal and behavioral outcomes. Leadership is no longer conceptualized merely as authority but as a relational process that constructs meaning, trust, and psychological safety within the workplace (Pasaribu et al., 2022; Ansong et al., 2024; Horoub & Zargar, 2022). Empirical evidence demonstrates that leadership styles such as transformational, ethical, and empowering leadership enhance job satisfaction by improving perceived organizational support, fairness, and relational quality (Srimongkolkul et al., 2025; Li, 2024). Within bureaucratic settings, where formal systems are often rigid, leadership becomes the most visible and flexible mechanism through which employees interpret institutional intentions. When leaders demonstrate clarity, consistency, and respect, employees are more likely to evaluate their work environment positively, resulting in higher job satisfaction.
H1: Leadership style has a positive effect on job satisfaction.

Work motivation represents an internal psychological force that drives employees to exert effort, persist in tasks, and align behavior with organizational goals. Unlike leadership, which operates externally, motivation functions as an internalized energy that sustains performance regardless of structural constraints. Recent studies suggest that motivation enhances work engagement and behavioral effort but does not always translate into job satisfaction, particularly in institutional contexts where structural conditions limit recognition and autonomy (Gazi et al., 2024; Haskasap et al., 2023). This distinction indicates that motivation and satisfaction occupy different evaluative domains: motivation drives action, while satisfaction reflects judgment of the work environment. In public sector contexts, where job security and professional duty dominate, employees may remain motivated without necessarily experiencing high satisfaction.
H2: Work motivation has a positive effect on job satisfaction.

Leadership style also plays a critical role in shaping Organizational Citizenship Behavior by establishing norms, expectations, and relational climates that encourage discretionary contribution. Leadership influences OCB not only through direct instruction but through the creation of trust, justice, and shared purpose, which stimulate voluntary cooperation (Hermanto et al., 2024; Qalati et al., 2022; Taamneh et al., 2024). Empirical research shows that leadership enhances OCB through mechanisms such as organizational commitment, psychological empowerment, and perceived fairness (Phetsombat & Na-Nan, 2023; Dami et al., 2024). In service-oriented public institutions, where tasks require coordination and responsiveness, leadership becomes a structural catalyst for extra-role behavior.
H3: Leadership style has a positive effect on Organizational Citizenship Behavior.

Work motivation contributes directly to Organizational Citizenship Behavior by fostering internal commitment to organizational goals and service values. Motivated employees tend to engage in helping behavior, cooperation, and proactive initiative because they perceive their work as meaningful and aligned with personal values (Nguyen et al., 2022; Rizaie et al., 2023). This internalized motivation reduces dependence on external supervision and enables self-regulated behavior that extends beyond formal requirements. In public service contexts, where intrinsic motivation and duty orientation are prominent, OCB may emerge directly from motivational forces without requiring affective mediation.
H4: Work motivation has a positive effect on Organizational Citizenship Behavior.

Job satisfaction functions as an affective evaluation that strengthens employees' willingness to reciprocate organizational treatment through discretionary behavior. Employees who experience fairness, support, and recognition are more likely to engage in OCB as a form of social exchange (Dai et al., 2022; Firmansyah et al., 2022; Nguyen & Haar, 2024). Satisfaction enhances emotional attachment and organizational identification, which in turn increases voluntary contribution and cooperative behavior (Barokah et al., 2025). This reinforces the view that OCB is not only behaviorally driven but also affectively grounded.
H5: Job satisfaction has a positive effect on Organizational Citizenship Behavior.

The relationship between leadership style and OCB is further explained through the mediating role of job satisfaction. Leadership influences how employees evaluate their work environment, and this evaluation determines their willingness to engage in discretionary behavior. Recent studies confirm that leadership affects OCB indirectly through satisfaction, engagement, and organizational commitment, indicating that affective processes serve as a key transmission mechanism (Ansong et al., 2024; Hermanto et al., 2024; Dami et al., 2024). In bureaucratic institutions, where formal incentives are limited, satisfaction becomes a critical bridge that converts leadership practices into voluntary contribution.
H6: Leadership style has a positive effect on Organizational Citizenship Behavior through job satisfaction.

In contrast, the relationship between work motivation and OCB may not require mediation through job satisfaction. Motivation can directly drive discretionary behavior because it is rooted in internal commitment and professional values rather than external evaluation. Recent literature suggests that OCB may arise independently from intrinsic motivation, particularly in contexts where employees internalize organizational goals and service obligations (Luo et al., 2025; Santos et al., 2023). This indicates that satisfaction is not always a necessary pathway, and that motivational forces can bypass affective evaluation in producing OCB. All hypothetical path can be adapted to research model as in Figure 1.
H7: Work motivation has a positive effect on Organizational Citizenship Behavior through job satisfaction.

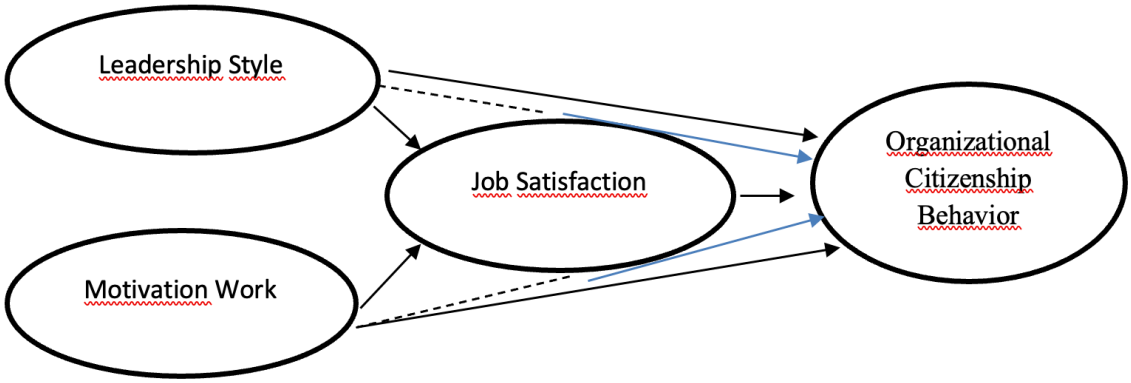


Figure 1. Research Conceptualization
Source: Author's Formulation (2025)

RESEARCH METHOD

This study adopts a quantitative, explanatory research design to examine the relationships between leadership style, work motivation, job satisfaction, and Organizational Citizenship Behavior (OCB). The study is conducted within a public-sector institutional setting, focusing on civil servants of the Makassar City Transportation Agency, Indonesia. The target population consists of 195 civil servants, and the study employs a saturated sampling (census) approach, in which all members of the population are included as respondents. This approach eliminates sampling bias and ensures full population coverage, thereby strengthening the internal validity of the findings.

Primary data are collected through a structured questionnaire administered directly to respondents. All constructs are operationalized using previously validated measurement scales adapted to the public-sector context. Responses are measured using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"), ensuring consistency in response interpretation. Prior to full deployment, the instrument undergoes a pilot assessment to confirm clarity, relevance, and contextual appropriateness (See Table 1 for survey presentation).

Data analysis is conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS version 4, selected due to its suitability for complex models involving multiple latent constructs and mediation analysis. The model specification adopts a reflective measurement model, where indicators are assumed to represent the underlying latent variables.

The analytical procedure follows a two-stage evaluation. First, the measurement model (outer model) is assessed to establish reliability and validity, including indicator reliability, internal consistency reliability (Cronbach's alpha and composite reliability), convergent validity (Average Variance Extracted/AVE), and discriminant validity (Fornell–Larcker criterion and HTMT ratio). Second, the structural model (inner model) is evaluated to test hypothesized relationships, including path coefficients, coefficient of determination (R^2), effect size. Statistical significance is determined using a bootstrapping procedure with 5,000 resamples, generating bias-corrected confidence intervals for hypothesis testing, including direct and mediation effects. This procedure ensures robust estimation and supports reproducibility of results across similar samples and contexts.

Table 1. Scale Specification

Variable	Code	Item / Construct	Theoretical Basis and Scale Adaptation
Leadership Style (X1)	GK1	Charisma	Adapted from the transformational leadership framework(Hoch et al., 2018 in Greimel et al., 2023). Represents idealized influence in the public sector context.
	GK2	Decision-making ability	Reflects leadership effectiveness in strategic and operational decision-making within public organizations.
	GK3	Fairness	Represents leadership behavior grounded in organizational justice and equitable treatment of subordinates.
	GK4	Motivational ability	Corresponds to inspirational motivation dimension of transformational leadership.
	GK5	Communication ability	Reflects the leader's ability to communicate vision, direction, and expectations effectively.
Work Motivation (X2)	MK1	Direction of behavior	Based on Self Determination Theory(McAnally & Hagger, 2024). Represents behavioral orientation toward work goals.
	MK2	Level of effort	Reflects the intensity of energy exerted in performing job tasks.
	MK3	Persistence	Represents the consistency and persistence in completing work responsibilities.
Job Satisfaction (Z)	KK1	Satisfaction with the work itself	Adapted from contemporary job satisfaction frameworks(Judge & Robbins, 2017).
	KK2	Satisfaction with rewards	Reflects employee evaluation of compensation and benefits.
	KK3	Satisfaction with supervision	Represents perception of supervisory support and leadership quality.
	KK4	Satisfaction with coworkers	Reflects interpersonal relationships in the workplace.
	KK5	Promotion opportunity	Represents perceived opportunities for career advancement.
Organizational Citizenship Behavior (Y)	OCB1	Altruism	Adapted from the five dimension OCB model(Ocampo et al., 2018).
	OCB2	Courtesy	Reflects behaviors aimed at preventing work-related conflicts.
	OCB3	Sportsmanship	Represents tolerance toward less-than-ideal organizational conditions.
	OCB4	Conscientiousness	Reflects discretionary compliance beyond minimum role requirements.
	OCB5	Civic virtue	Represents responsible participation and concern for organizational governance.

Source: Authors' Compilation (2025)

RESULTS

Outer Model Evaluation or Measurement Model The stages in the SmartPLS analysis for evaluating the reflective outer model involve four main testing criteria: 1) Convergent Validity, 2) Discriminant Validity, 3) Composite Reliability, and 4) Cronbach's Alpha. The loading factor values can be seen in Figure 2. Table 2 provides the convergent validity and reliability criterion as suggested in PLS-SEM recommendation.

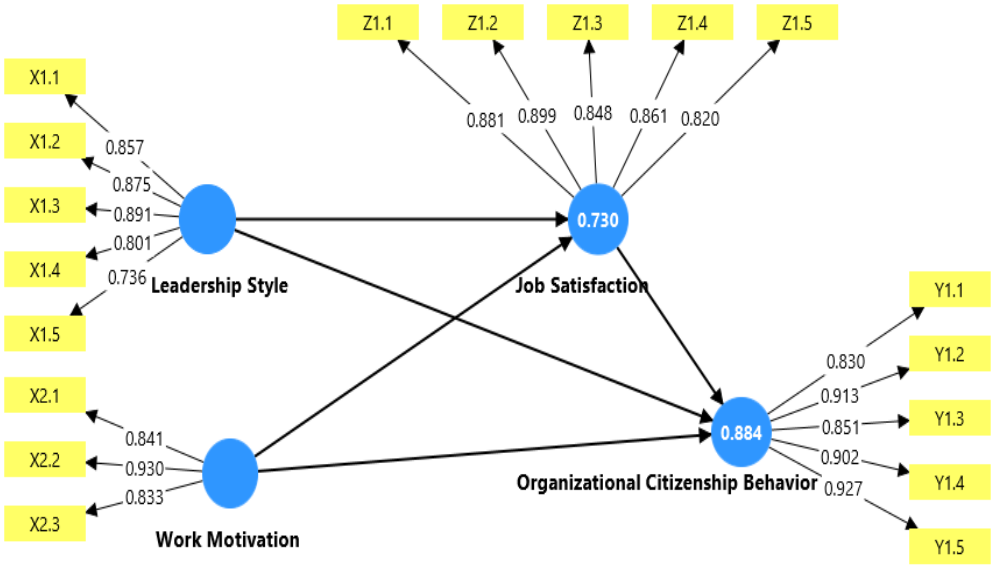


Figure 2. Model Finding and Loading Value
Source: Smartpls Path Model Presentation (2025)

Table 2. The Convergent Validity and Reliability

Variables	AVE	Cronbach Alpha	Composite Reliability
Leadership Style	0.696	0.890	0.919
Work motivation	0.756	0.837	0.903
Job satisfaction	0.744	0.914	0.936
OCB	0.784	0.931	0.948

Source: Adapted Smartpls 4 Output (2025)

Based on the Average Variance Extracted (AVE) value obtained, it exceeds the cut-off value of 0.5. The Composite Reliability (CR) values of all constructs show a good level of reliability with a value greater than 0.7 and the Cronbach's Alpha (CA) values show a good level of reliability because they show a value > 0.7.

R-Square is used to assess how well the model predicts variability in the combined score of the dependent variable using model estimation. R2 indicates how effective the independent variable is in explaining variation in the dependent variable in the model. An R Square (Z) value of 0.730 means that 73% of the variability in the job satisfaction variable (Z) can be explained by the independent variable in the model. And an R Square (Y) value of 0.884 means that 88.4% of the variability in the OCB variable (Y) can be explained by the independent variable in the model.These values can be seen in table 3.

Table 3. Correlation Assesment

	R Square	R Square Adjusted
Job satisfaction	0.730	0.725
OCB	0.884	0.880

Source: Adapted Smartpls 4 Output (2025)

Hypothesis testing is used to assess whether there is sufficient evidence in the sample data to support or reject the proposed hypothesis. To answer the hypothesis in this study, the R statistic and the P value are used. The hypothesis is declared accepted if the P value is <0.05. This study includes direct and indirect effects because it involves independent variables, dependent variables, and mediating variables. The results of the hypothesis test can be seen through the Table 4 with the bootstrapping technique.

Table 4. Summary of Relationship Finding

Path	Hypothesis	Effect	*t*-value	*p*-values	Results
Leadership Style on job satisfaction	H1	0.704	7,961	000	Positive and significant
Work Motivation on job satisfaction	H2	0.184	1,862	0.063	Positive not significant
Leadership style towards OCB	H3	0.638	7,498	0.000	Positive and significant
Work Motivation towards OCB	H4	0.247	2,563	0.000	Positive and significant
Job satisfaction towards OCB	H5	0.813	8,222	0.000	Positive and significant
Leadership Style towards OCB through job satisfaction	H6	0.572	6,251	0.000	Positive and significant
Work Motivation on OCB through job satisfaction	H7	0.152	1,778	0.076	Positive not significant

Source: Adapted Smartpls 4 Output (2025)

DISCUSSION

The findings indicate that leadership style strengthens job satisfaction because leadership represents the most immediate institutional signal through which employees evaluate fairness, direction, and support. In a bureaucratic public organization such as the Makassar Transportation Office, supervisors do not merely allocate tasks; they translate organizational authority into daily relational experience. When leaders provide clear instruction, consistent communication, and respectful treatment, employees interpret the work environment as predictable and legitimate. This interpretation is consistent with recent evidence that situational leadership, leader humility, empowering leadership, and authentic leadership strengthen satisfaction by improving trust, psychological safety, and perceived support (Pasaribu et al., 2022; Ansong et al., 2024; Horoub & Zargar, 2022; Srimongkolkul et al., 2025). Job satisfaction therefore emerges less from administrative routine than from the quality of relational exchange between employee and supervisor. This matters in public institutions because formal incentives are often standardized,

while supervisory conduct remains one of the few flexible sources of recognition and dignity. What a tragic but useful discovery: humans still care how power speaks to them.

The insignificant effect of work motivation on job satisfaction clarifies that motivation and satisfaction should not be treated as interchangeable psychological states. Motivation reflects an internal willingness to act, whereas satisfaction reflects an evaluative judgment about work conditions. In civil-service settings, employees may remain motivated by duty, role security, public service commitment, or professional identity, but these drivers do not automatically produce satisfaction when recognition, autonomy, and career mobility remain constrained. Recent job-behavior research shows that satisfaction depends on contextual and relational conditions, while motivation can operate as a personal resource that sustains effort without transforming the employee's affective appraisal of work (Gazi et al., 2024; Haskasap et al., 2023; Li, 2024). The finding therefore rejects the lazy assumption that motivated employees must also be satisfied employees. Motivation may push performance forward; satisfaction requires institutional reciprocity.

The significant effect of leadership style on Organizational Citizenship Behavior indicates that extra-role behavior is socially constructed through leadership practice. OCB does not appear simply because employees possess pleasant personalities or have excess moral energy lying around. It develops when leadership creates shared norms of trust, justice, commitment, and collective responsibility. Recent studies show that transformational leadership, ethical leadership, servant leadership, responsible leadership, and perceived organizational support strengthen OCB by activating organizational commitment, psychological empowerment, gratitude, identification, and perceived justice (Cho et al., 2022; Hermanto et al., 2024; Qalati et al., 2022; Taamneh et al., 2024; Phetsombat & Na-Nan, 2023; Dami et al., 2024; Luo et al., 2025; Kao et al., 2023). In the Makassar Transportation Office, where service delivery depends on coordination, field responsiveness, and informal cooperation, leadership becomes a structural condition for discretionary behavior. Employees are more likely to help colleagues, absorb service pressure, and protect workflow continuity when leaders make institutional goals feel shared rather than imposed.

The significant effect of work motivation on OCB confirms that discretionary behavior also follows a direct motivational pathway. Motivated employees do not always need affective satisfaction before they act beyond formal duties; they may engage in OCB because they internalize public service as a normative obligation. This is particularly plausible in public-sector work, where service meaning and institutional responsibility can motivate employees even under imperfect organizational conditions. Recent studies demonstrate that OCB supports employee performance, organizational commitment, well-being, and adaptive capacity, especially when work requires cooperation and informal problem solving (Rizaie et al., 2023; Wonda & Hailu, 2024; Nguyen et al., 2022; Santos et al., 2023; Worku & Debele, 2024). Motivation thus functions as a direct behavioral engine. It converts public service commitment into helping behavior, civic virtue, and proactive contribution without requiring satisfaction to operate as a psychological checkpoint.

The significant effect of job satisfaction on OCB supports the social exchange explanation that employees reciprocate favorable work experiences through voluntary contribution. When employees evaluate their work environment as fair, supportive, and meaningful, they become more willing to invest effort beyond formal job descriptions. Recent studies position satisfaction, organizational trust, organizational democracy, perceived organizational support, and work-life balance as relational conditions that encourage citizenship behavior through reciprocity and identification (Dai et al., 2022; Firmansyah et al., 2022; Haskasap et al., 2023; Barokah et al., 2025; Nguyen & Haar, 2024). In this sense, OCB is not a decorative moral surplus. It is a behavioral return produced by employees who perceive that the institution has treated them with sufficient fairness to deserve more than minimum compliance. Bureaucracies, against all odds, can still generate citizenship behavior when they stop behaving like filing cabinets with payroll systems.

The mediation result provides the central theoretical contribution. Job satisfaction mediates the relationship between leadership style and OCB, indicating that leadership encourages citizenship behavior by first reshaping employees' affective evaluation of work. This finding aligns with evidence that leadership often affects OCB through intervening mechanisms such as satisfaction, commitment, trust, organizational identification, quality of work life, and engagement

(Ansong et al., 2024; Hermanto et al., 2024; Dami et al., 2024; Li, 2024; Luo et al., 2025). Leadership therefore does not operate only as formal command. It operates as a relational architecture that determines whether employees feel respected enough to reciprocate through discretionary conduct. In contrast, job satisfaction does not mediate the relationship between motivation and OCB because motivation already contains a direct normative impulse. This distinction advances Social Exchange Theory by showing that OCB in public organizations follows dual routes: leadership activates OCB through satisfaction-mediated reciprocity, whereas motivation activates OCB through direct internalized commitment.

CONCLUSION AND FURTHER STUDY

The study demonstrates that Organizational Citizenship Behavior (OCB) in public-sector institutions emerges through differentiated psychological pathways rather than a single unified mechanism. Leadership style exerts both direct and indirect influence by shaping employees' affective evaluation of their work, with job satisfaction functioning as a critical mediating mechanism that translates relational leadership practices into discretionary behavior. In contrast, work motivation operates as a direct internal driver of OCB, indicating that intrinsically motivated employees engage in extra-role behavior independent of affective job evaluation. This dual-pathway structure refines Social Exchange Theory by showing that reciprocity-based behavior is not exclusively mediated by satisfaction, but can also be activated through internalized commitment and service-oriented values. The findings therefore reposition OCB as a multidimensional outcome shaped by both relational exchange processes and autonomous motivational forces, particularly within bureaucratic environments where formal incentives are limited and behavioral flexibility depends on leadership and intrinsic engagement.

However, the study is constrained by its cross-sectional design, which limits causal inference and prevents observation of dynamic behavioral changes over time. The single-institution focus also restricts generalizability across different public-sector contexts with varying institutional cultures and governance structures. In addition, the reliance on self-reported data introduces potential common method bias and perceptual distortion, despite the use of robust analytical techniques. Future research should adopt longitudinal and multi-source designs to capture temporal dynamics and reduce bias, while also incorporating additional variables such as organizational culture, perceived justice, and public service motivation to extend the explanatory model. From a practical standpoint, public organizations should prioritize leadership development that emphasizes relational quality, fairness, and communication, while simultaneously strengthening intrinsic motivation through meaningful work design and recognition systems. Such alignment enables institutions to activate both mediated and direct pathways of OCB, thereby enhancing service effectiveness, organizational resilience, and cooperative performance in complex bureaucratic settings.

ETHICAL DISCLOSURE

This study was conducted in accordance with established ethical standards for social science research involving human participants. Participation was voluntary, and all respondents were informed of the purpose of the study, their right to decline or withdraw at any time, and the confidentiality of their responses. Informed consent was obtained prior to data collection. No personally identifiable information was recorded, and all data were anonymized to ensure privacy and confidentiality. The research involved minimal risk and did not include any form of intervention or manipulation that could harm participants. Data were used solely for academic purposes and stored securely to prevent unauthorized access.

CONFLICT OF INTERESTS

The authors declare no conflicts of interest related to this study. The research was conducted independently, without any commercial or financial relationships that could be construed as a potential conflict of interest. Any institutional affiliation did not influence the study design, data collection, analysis, interpretation, or reporting of results.

REFERENCES

Ansong, A., Owusu, S. A., Ansong, L. O., & Andoh, R. P. K. (2024). Leader humility and organisational citizenship behaviour: The mediating roles of job satisfaction and employee engagement. *Cogent Business & Management, 11*(1), 2358166. https://doi.org/10.1080/23311975.2024.2358166

Barokah, R. A., Suyoto, Y. T., & Susanto, A. (2025). Work-life balance and its influence on organizational citizenship behavior and organizational citizenship behavior performance: A mixed-methods study in Indonesian private higher education. *Journal of Open Innovation: Technology, Market, and Complexity, 11*(2), 100551. https://doi.org/10.1016/j.joitmc.2025.100551

Cho, C.-C., Kao, R.-H., Lin, C.-Y., & Huang, C.-C. (2022). Developing sustainable workplace through leadership: Perspectives of transformational leadership and organizational citizenship behavior. *Frontiers in Psychology, 13*, 924091. https://doi.org/10.3389/fpsyg.2022.924091

Dai, Y., Zhuang, W.-L., & Huan, T.-C. (2022). How organizational trust impacts organizational citizenship behavior: Organizational identification and employee loyalty as mediators. *Frontiers in Psychology, 13*, 996962. https://doi.org/10.3389/fpsyg.2022.996962

Dami, Z. A., Imron, A., Burhanuddin, B., & Supriyanto, A. (2024). Servant leadership and organizational citizenship behavior in Indonesian Christian higher education: Direct and indirect effects. *Journal of Research on Christian Education, 33*(1–2), 58–96. https://doi.org/10.1080/10656219.2024.2375628

Firmansyah, A., Junaedi, I. W. R., Kistyanto, A., & Azzahra, A. (2022). The effect of perceived organizational support on organizational citizenship behavior and organizational commitment in nurses. *Frontiers in Psychology, 13*, 938815. https://doi.org/10.3389/fpsyg.2022.938815

Gazi, M. A. I., Yusof, M. F., Islam, M. A., Amin, M. B., & Senathirajah, A. R. B. S. (2024). Analyzing the impact of employee job satisfaction on their job behavior in the industrial setting: An analysis from the perspective of job performance. *Journal of Open Innovation: Technology, Market, and Complexity, 10*(4), 100427. https://doi.org/10.1016/j.joitmc.2024.100427

Greimel, N.S., Kanbach, D.K., & Chelaru, M. (2023). Virtual teams and transformational leadership: An integrative literature review and avenues for further research. Journal of Innovation & Knowledge, 8(2), 100351.

Haskasap, E., Saner, T., Eyupoglu, S., & Gunsel Haskasap, C. S. (2023). Influence of organizational democracy on organizational citizenship behaviors in digital transformation: Mediating effects of job satisfaction and organizational commitment for smart services. *Sustainability, 15*(1), 452. https://doi.org/10.3390/su15010452

Hermanto, Y. B., Srimulyani, V. A., & Pitoyo, D. J. (2024). The mediating role of quality of work life and organizational commitment in the link between transformational leadership and organizational citizenship behavior. *Heliyon, 10*(6), e27664. https://doi.org/10.1016/j.heliyon.2024.e27664

Horoub, I., & Zargar, P. (2022). Empowering leadership and job satisfaction of academic staff in Palestinian universities: Implications of leader-member exchange and trust in leader. *Frontiers in Psychology, 13*, 1065545. https://doi.org/10.3389/fpsyg.2022.1065545

Judge, T.A., & Robbins, S.P. (2017). Organizational behavior. Pearson.

Kao, J.-C., Cho, C.-C., & Kao, R.-H. (2023). Perceived organizational support and organizational citizenship behavior: A study of the moderating effect of volunteer participation motivation, and cross-level effect of transformational leadership and organizational climate. *Frontiers in Psychology, 14*, 1082130. https://doi.org/10.3389/fpsyg.2023.1082130

Li, Q. (2024). Ethical leadership, internal job satisfaction and OCB: The moderating role of leader empathy in emerging industries. *Humanities and Social Sciences Communications, 11*(1), 1–9. https://doi.org/10.1057/s41599-024-03367-w

Luo, J., Ng, L.-P., & Choong, Y.-O. (2025). The effect of responsible leadership on organizational citizenship behavior: Double mediation of gratitude and organizational identification. *BMC Psychology, 13*, 6. https://doi.org/10.1186/s40359-024-02337-w

McAnally, K., & Hagger, M. S. (2024). Self-determination theory and workplace outcomes: A conceptual review and future research directions. Behavioral Sciences, 14(6), 428.

Nguyen, P. N. D., Nguyen, L. D., & Le, H. D. (2022). Does organizational citizenship behavior predict organizational commitment of employees in higher educational institutions? *Frontiers in Education, 7*, 909263. https://doi.org/10.3389/feduc.2022.909263

Nguyen, V. L., & Haar, J. (2024). When work–life balance fails to boost organizational citizenship behaviors: The moderating role of leader–member exchange. *Evidence-Based HRM: A Global Forum for Empirical Scholarship*. https://doi.org/10.1108/EBHRM-02-2024-0043

Ocampo, L., Acedillo, V., Bacunador, A.M., Balo, C.C., Lagdameo, Y.J., & Tupa, N.S. (2018). A historical review of the development of organizational citizenship behavior (OCB) and its implications for the twenty-first century. Personnel Review, 47(4), 821–862.

Pasaribu, S. B., Novitasari, D., Goestjahjanti, F. S., & Fahlevi, M. (2022). The role of situational leadership on job satisfaction, organizational citizenship behavior (OCB), and employee performance. *Frontiers in Psychology, 13*, 896539. https://doi.org/10.3389/fpsyg.2022.896539

Phetsombat, P., & Na-Nan, K. (2023). A causal model of ethical leadership affecting the organizational citizenship behavior of teachers in the Office of the Basic Education Commission. *Sustainability, 15*(8), 6656. https://doi.org/10.3390/su15086656

Qalati, S. A., Zafar, Z., Fan, M., Sánchez Limón, M. L., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon, 8*(11), e11374. https://doi.org/10.1016/j.heliyon.2022.e11374

Rizaie, M. E., Ziaei, M., Hwang, J., & Kim, S. (2023). The role of organizational citizenship behavior and patriotism in sustaining public health employees' performance. *Frontiers in Psychology, 13*, 997643. https://doi.org/10.3389/fpsyg.2022.997643

Santos, R. S., Lousã, E. P., Sá, M. M., & Cordeiro, J. A. (2023). First, be a good citizen: Organizational citizenship behaviors, well-being at work and the moderating role of leadership styles. *Behavioral Sciences, 13*(10), 811. https://doi.org/10.3390/bs13100811

Santos, R. S., Lousã, E. P., Sá, M. M., & Cordeiro, J. A. (2023). First, be a good citizen: Organizational citizenship behaviors, well-being at work and the moderating role of leadership styles. *Behavioral Sciences, 13*(10), 811. https://doi.org/10.3390/bs13100811

Srimongkolkul, P., Boriraj, J., & Wongsansukcharoen, J. (2025). Effects of authentic leadership, employee resilience, job satisfaction, and innovative work behavior on employee work performance in transport and logistics of Thailand. *Cogent Business & Management, 12*(1), 2511282. https://doi.org/10.1080/23311975.2025.2511282

Taamneh, M. M., Aljawarneh, N. M., Al-Okaily, M., Taamneh, A., & Al-Oqaily, A. (2024). The impact of ethical leadership on organizational citizenship behavior in higher education: The contingent role of organizational justice. *Cogent Business & Management, 11*(1), 2294834. https://doi.org/10.1080/23311975.2023.2294834

Wonda, T. A., & Hailu, F. K. (2024). Examination of organizational citizenship behavior on employee performance: Evidence from the banking sector. *Cogent Business & Management, 11*(1), 2418422. https://doi.org/10.1080/23311975.2024.2418422

Worku, M. A., & Debele, M. (2024). A systematic literature review on organizational citizenship behavior. *Cogent Business & Management, 11*(1), 2350804. https://doi.org/10.1080/23311975.2024.2350804