

The Influence of Job Satisfaction and Leadership Style on Employee Performance Mediated by Organizational Citizenship Behavior

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<https://doi.org/10.31004/jerkin.v4i2.3272>

ARTICLE INFO

ABSTRACT

Article history

Received: 18 Oct 2025

Revised: 24 Oct 2025

Accepted: 30 Oct 2025

Kata Kunci:

Kepuasan Kerja, Gaya Kepemimpinan, Perilaku Kewarganegaraan Organisasi, Kinerja

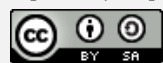
Keywords:

Job Satisfaction, Leadership Style, Organizational Citizenship Behavior, Performance.



Penelitian ini bertujuan untuk menganalisis pengaruh kepuasan kerja dan gaya kepemimpinan terhadap kinerja karyawan, baik secara langsung maupun tidak langsung melalui perilaku kewarganegaraan organisasi (OCB) sebagai variabel mediasi. Penelitian ini menggunakan pendekatan kuantitatif dengan jenis penelitian penjelasan. Pengumpulan data dilakukan melalui kuesioner terhadap 34 karyawan Dinas Kesehatan Kabupaten Konawe Selatan yang dipilih secara sensus. Metode analisis data yang digunakan adalah Partial Least Square Structural Equation Modeling (PLS-SEM). Hasil penelitian menunjukkan bahwa kepuasan kerja dan gaya kepemimpinan berpengaruh positif dan signifikan terhadap kinerja karyawan. Selain itu, kepuasan kerja dan gaya kepemimpinan juga berpengaruh signifikan terhadap OCB. Sementara itu, OCB sendiri telah terbukti memiliki pengaruh positif terhadap kinerja. Temuan lain menunjukkan bahwa OCB memediasi pengaruh kepuasan kerja dan gaya kepemimpinan terhadap kinerja karyawan. Implikasi dari penelitian ini menekankan pentingnya manajemen sumber daya manusia dalam memperhatikan aspek psikologis karyawan dan efektivitas gaya kepemimpinan untuk mendorong perilaku kerja ekstra yang mendukung peningkatan.

This study aims to analyze the influence of job satisfaction and leadership style on employee performance, both directly and indirectly through organizational citizenship behavior (OCB) as a mediating variable. This study uses a quantitative approach with the type of explanatory research. Data collection was carried out through a questionnaire of 34 employees of the South Konawe Regency Health Office who were selected by census. The data analysis method used is Partial Least Square Structural Equation Modeling (PLS-SEM). The results of the study show that job satisfaction and leadership style have a positive and significant effect on employee performance. In addition, job satisfaction and leadership style also have a significant effect on OCB. Meanwhile, OCB itself has proven to have a positive influence on performance. Other findings show that OCB mediates the influence of job satisfaction and leadership style on employee performance. The implications of this study emphasize the importance of human resource management in paying attention to the psychological aspects of employees and the effectiveness of leadership styles to encourage extra work behaviors that support the improvement of organizational performance, especially in public services in the health sector.



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How to Cite: Yusrin, et al (2025). The Influence of Job Satisfaction and Leadership Style on Employee Performance Mediated by Organizational Citizenship Behavior, 4(2). <https://doi.org/10.31004/jerkin.v4i2.3272>

INTRODUCTION

Public organizations play an important role in providing services to the community effectively and efficiently. In the midst of increasingly complex bureaucratic dynamics and governance challenges, the public sector is required to be not only accountable, but also adaptive to the evolving needs of society

(Stipp et al, 2018). To achieve this, human resource management is an important key because public employees are not only technical implementers, but also strategic assets that support the achievement of overall organizational performance (Sunahwati et al, 2019). One of the indicators of successful human resource management in the public sector is employee performance. This performance reflects how effectively individuals carry out their duties and responsibilities, and contributes to the achievement of organizational goals. However, employee performance achievements do not occur in a vacuum. Factors such as job satisfaction, leadership style, and organizational behavior (especially Organizational Citizenship Behavior or OCB) have an important influence in encouraging or inhibiting the achievement of optimal performance. All three have been extensively researched separately, but still leave room for further study, especially in the context of public organizations that have their own dynamics.

Job satisfaction is a psychological factor that describes an individual's positive feelings towards his or her job. In various studies, job satisfaction has been proven to play a role in increasing employee motivation, loyalty, and productivity. Employees who feel satisfied tend to work better, show initiative, and be more involved in work (Frempong et al, 2018). In public organizations, job satisfaction is becoming increasingly important because rigid bureaucracy and hierarchical structures can be a psychological obstacle for employees to develop. However, there are also studies such as those from Rohimah et al. (2023) and Triastuti et al. (2021) that mention that the effect of job satisfaction on performance is not always significant, suggesting that the relationship between the two can be influenced by context or other background factors.

Leadership style is another important factor that affects employee behavior and performance. Leaders who are able to build good relationships, provide clear directions, and effectively empower their subordinates have been proven to be able to create a conducive work climate (Sari & Fuadati, 2022; Leonardi et al., 2021). Research also shows that leadership style not only has a direct impact on performance, but also indirectly through increased job satisfaction and OCB (Fajari, 2021). Therefore, understanding how leadership styles work within public organizational structures can help design more appropriate interventions in human resource development.

Although the relationship between job satisfaction, leadership style, and performance has been extensively researched, the results are still inconsistent. Some studies state that job satisfaction has a significant influence on performance (Setiani & Febrian, 2023), while other studies state the opposite (Nabawi, 2019). Similarly, leadership style, which in some studies shows a direct influence on performance, but in other contexts the effect is stronger through the mediation of variables such as OCB or job satisfaction (Asgari et al, 2020). This inconsistency indicates that there is a theoretical gap that needs to be bridged, especially by understanding more specific conditions and contexts, such as the regional public sector work environment.

Solutions commonly offered in various studies tend to place job satisfaction and leadership style as independent variables that directly impact performance. However, this approach does not consider the role of intervening variables, such as organizational citizenship behavior (OCB), which in many cases is the main link between psychological variables and actual employee behavior. Several studies (Qur'ani et al., 2025) suggests that OCB can be a mediation pathway that explains the indirect relationship between job satisfaction or leadership style and performance, but not many have tested these three variables simultaneously in one comprehensive model especially in the context of public organizations such as regional health offices. This study developed a relationship model that involves job satisfaction, leadership style, and OCB simultaneously on employee performance, with OCB as a mediating variable. This approach is expected to provide a more complete understanding of the dynamics of employee behavior in the public sector, especially in explaining how psychological and structural factors can work together in influencing work results. Using this approach, we not only look at direct relationships, but also try to capture the psychological and social processes that occur between these variables.

This model also directly responds to recommendations from the study of Casu et al. (2021), which suggested the addition of leadership style variables in studies on job satisfaction and OCB to performance. By testing a more comprehensive model, this study can make a theoretical contribution in the form of a clearer mapping of causal relationships between the three variables. In addition, the results of this model are expected to be a reference in human resource management policy-making, especially

in planning behavior-based and leadership-based performance improvement strategies in public organizations. This research was conducted at the South Konawe Regency Health Office, a public institution responsible for the implementation of public health services. Based on the 2023 Government Agency Performance Report (LKjIP), performance achievements in general have been good, but there are several indicators that are still in the medium category. In addition, the phenomenon of declining employee discipline and morale can be seen from the decrease in participation in morning apple activities which were previously routinely attended with high enthusiasm. This phenomenon is an indication of problems in the dimensions of job satisfaction, leadership, and work behavior, which ultimately has the potential to reduce the effectiveness of the services provided. The work environment at the South Konawe Health Office shows that the motivation and sense of responsibility of some employees are starting to decrease. Although the system is running and strategic targets are set, the human factor is the main challenge. Therefore, this context becomes very relevant to test how job satisfaction, leadership style, and OCB interact with each other in influencing performance, as well as how much each plays a role in improving conditions that occur in the field.

This study aims to identify and analyze the influence of job satisfaction and leadership style on employee performance, with organizational citizenship behavior (OCB) as a mediating variable, in the South Konawe Regency Health Office. The main goal is to build a deeper understanding of the mechanisms underlying performance improvement in the public sector, particularly through behavioral and leadership approaches. The expected contribution of this research is to provide an empirical basis for the formulation of HR management strategies that not only emphasize technical or administrative aspects, but also pay attention to psychological and social aspects in the organization. The findings from this study can be used by policy makers in local government agencies to design more contextual interventions, such as leadership training, job satisfaction improvement programs, and strengthening organizational culture that encourages OCB. Furthermore, theoretically, this study enriches the treasure of the public management literature by presenting a model that connects three important variables in the context of public service organization at the regional level.

METHOD

This study adopts a quantitative explanatory approach aimed at testing hypotheses and identifying the causal relationships between job satisfaction, leadership style, organizational citizenship behavior (OCB), and employee performance. The research design is cross-sectional, where data were collected at a single point in time to capture respondents' perceptions and behaviors as they exist contemporaneously. Quantitative methods are particularly suitable for measuring and analyzing latent constructs through statistical modeling, enabling objective evaluation of the proposed conceptual framework. The empirical context of this study is the Health Office of South Konawe Regency (Dinas Kesehatan Kabupaten Konawe Selatan), located in Southeast Sulawesi, Indonesia, which serves as a representative unit within Indonesia's regional public service institutions. The study population consists of all civil servants employed at the South Konawe Health Office, totaling 35 individuals. Due to the manageable population size, the research utilized a census sampling method, whereby the entire population was included as respondents without applying probability-based sampling techniques. This approach ensures comprehensive data coverage and enhances the internal validity of the findings, especially in studies involving a single organization or unit of analysis. Respondents were asked to complete a structured questionnaire, and the data obtained were used for subsequent statistical analysis using Partial Least Squares–Structural Equation Modeling (PLS-SEM).

RESULTS AND DISCUSSION

The demographic profile of respondents in this study reflects a predominance of female civil servants, with 73.53% of the 34 participants being women, while the remaining 26.47% are men. This distribution aligns with the general composition of the healthcare workforce in Indonesia, which often shows a higher representation of women in frontline public service roles. In terms of age, the majority of respondents (52.94%) are within the 38–47 year range, indicating a workforce that is in its mid-career phase—presumably with a balanced mix of experience and productivity. The presence of younger (28–37 years, 29.41%) and older employees (48–57 years, 17.65%) suggests a relatively diverse age structure, which can be advantageous in fostering both innovation and institutional memory within the

organization. From an educational standpoint, most respondents hold a bachelor's degree (55.88%), followed by those with postgraduate education (20.59%). This reflects a generally well-qualified workforce capable of supporting technical and managerial functions within the local health authority. Additionally, the distribution of respondents by tenure reveals that half of the sample (50%) has been employed for 13–18 years, suggesting a stable workforce with considerable institutional knowledge. The presence of both junior and senior employees also highlights the potential for knowledge transfer and organizational continuity.

Table 1. Assessment of PLS-SEM

Variables	Items	Loading	Cronbach's alpha	Composite reliability	Average variance extracted
Job Satisfaction	X1.1	0,769	0,919	0,927	0,758
	X1.2	0,928			
	X1.3	0,875			
	X1.4	0,91			
	X1.5	0,861			
Leadership style	X2.1	0,787	0,757	0,777	0,672
	X2.2	0,874			
	X2.3	0,797			
Organizational Citizenship Behavior	Y1.1	0,923	0,912	0,917	0,741
	Y1.2	0,782			
	Y1.3	0,798			
	Y1.4	0,896			
	Y1.5	0,896			
Performance	Y2.1	0,759	0,917	0,918	0,601
	Y2.2	0,766			
	Y2.3	0,745			
	Y2.4	0,782			
	Y2.5	0,733			
	Y2.6	0,872			
	Y2.7	0,748			
	Y2.8	0,798			
	Y2.9	0,767			

Based on the results of measurement analysis through Partial Least Squares Structural Equation Modeling (PLS-SEM) presented in Table 1, all constructs in the research model show excellent validity and reliability. The loading factor value for all indicator items is above 0.70, which signifies that each indicator significantly reflects the constructed being measured. Cronbach's alpha values for all four variables were also above the threshold of 0.70, with the highest values in the constructs of Job Satisfaction (0.919) and Employee Performance (0.917), indicating very high internal consistency. In addition, the Composite Reliability (CR) value also exceeded 0.70 for all constructs, strengthening the reliability of the instrument. Furthermore, the Average Variance Extracted (AVE) value of all constructs is above 0.50, which means that the variance described by the indicators is greater than the error variance. These findings indicate that all latent variables in the model meet the criteria of convergent validity and construct reliability, making them suitable for further analysis at the testing stage of the structural model

Table 2. Discriminant Validity with HTMT

No	Variables	1	2	3	4
1	Leadership style				
2	Job Satisfaction	0,548			
3	Performance	0,750	0,884		
4	Organizational Citizenship Behavior	0,638	0,692	0,887	

Based on the results of the discriminant validity test using the Heterotrait-Monotrait Ratio (HTMT) approach shown in Table 2, all interconstruct values were below the recommended threshold

value, which was 0.90 (Henseler et al., 2015). The highest HTMT value was seen between Organizational Citizenship Behavior and Employee Performance of 0.887, but it was still within acceptable limits, suggesting that the two constructs are still conceptually distinguishable. Other values such as Job Satisfaction and Employee Performance (0.884), as well as between Leadership Style and OCB (0.638) also support the fulfillment of discriminatory validity. Thus, it can be concluded that each construct in this model has clear differences and no redundancy issues between variables, making it eligible for use in further structural model testing.

Table 3. Predictive relevance analysis

	R-square	Q ² predict
Organizational_Citizenship Behavior	0.502	0.340
Performance	0.846	0.787

Based on the results of the predictive relevance analysis presented in Table 3, R-square (R²) and Q² predict values were obtained which showed the model's ability to explain dependent variables. The R² value of 0.502 for the Organizational Citizenship Behavior variable indicates that 50.2% of the variability of OCB can be explained by the variables of Job Satisfaction and Leadership Style. Meanwhile, an R² value of 0.846 for Employee Performance suggests that 84.6% of the variation in performance can be explained by a combination of Job Satisfaction, Leadership Style, and OCB, reflecting very high predictive power. Furthermore, the Q² predict value is 0.340 for OCB and 0.787 for Employee Performance, both of which have positive values and far above the minimum threshold of 0.00. This shows that the model has strong predictive relevance and is able to produce accurate predictions of observational data. Thus, the model built not only has high explainability, but is also able to effectively predict employee behavior and performance in the context of public organizations, especially in the South Konawe Regency Health Office.

Table 4. Path Coefficient and Hypotheses Testing

Direct effects	Original sample	Sample mean	Standard deviation	T statistics	P values
Leadership style -> Performance	0,194	0,204	0,085	2,277	0,023
Leadership style -> Organizational Citizenship Behavior	0,305	0,314	0,118	2,577	0,010
Job Satisfaction -> Performance	0,457	0,435	0,112	4,095	0,000
Job Satisfaction -> Organizational Citizenship Behavior	0,516	0,515	0,124	4,148	0,000
Organizational_Citizenship Behavior -> Performance	0,422	0,434	0,096	4,407	0,000
Indirect effects					
_ Leadership style -> Organizational_Citizenship Behavior -> Performance	0,128	0,136	0,060	2,154	0,031
Job Satisfaction -> Organizational_Citizenship Behavior -> Performance	0,217	0,223	0,074	2,930	0,003

The results of the direct effects test showed that leadership style had a significant effect on employee performance with a coefficient of 0.194, a t-value of 2.277, and a p-value of 0.023 ($p < 0.05$). This indicates that the more effective the leadership style applied in the organization, the more employee performance will be increased. Although the impact value is relatively moderate, these findings confirm the important role of leaders in creating a work environment conducive to performance achievement. On the other hand, leadership style was also shown to have a significant effect on OCB with a coefficient of 0.305 and a p-value of 0.010, which shows that communicative, supportive, and participatory leadership encourages employees to show extra-role behaviors such as helping colleagues or being loyal to the organization.

Furthermore, job satisfaction has the strongest direct influence on employee performance, with a coefficient of 0.457, a t-value of 4.095, and a p-value of 0.000. This means that employees who feel satisfied with their work tend to work more effectively, efficiently, and have a high commitment to work

results. In addition, job satisfaction also showed a significant influence on OCB (coefficient 0.516, p-value 0.000), indicating that employees' emotional and psychological satisfaction with their work encourages the emergence of voluntary positive behaviors outside of formal roles. These findings are in line with previous literature that emphasizes the importance of creating job satisfaction as a foundation for the emergence of constructive organizational behavior.

Meanwhile, the test results of OCB as an intervening variable showed that OCB had a significant effect on employee performance, with a coefficient of 0.422 and a p-value of 0.000. This reinforces the argument that employees who actively demonstrate OCB such as working beyond expectations, being cooperative, and loyal to the organization contribute directly to increased productivity and work effectiveness. Thus, OCB can be seen as an internal organizational mechanism that strengthens the relationship between working conditions (such as leadership and satisfaction) and expected performance outputs.

In the aspect of indirect effects, it was found that OCB mediated significantly the relationship between leadership style and employee performance, with an influence value of 0.128 and a p-value of 0.031. This shows that good leadership not only has a direct impact on performance, but also strengthens performance through OCB improvement. In addition, the indirect effect of job satisfaction on performance through OCB was also significant, with a value of 0.217 and a p-value of 0.003, suggesting that high job satisfaction triggers the emergence of OCB behavior, which ultimately improves performance. These two mediation channels emphasized that OCB plays a key role in bridging the influence of psychological and structural variables on the work outcomes of employees in the public sector.

The results of this study show that job satisfaction and leadership style have a positive and significant effect on employee performance, both directly and indirectly through the mediation of organizational citizenship behavior (OCB). These findings reinforce the view that the success of public organizations is greatly influenced by the psychological factors and work behavior of their employees. Employees who feel satisfied with their work show higher commitment and productivity (Setiani & Febrian, 2023; Saifudin & Almanshur, 2025), while effective leadership encourages employee involvement in completing tasks optimally (Sari & Fuadati, 2022; Hidayati et al., 2021). In the context of the South Konawe Regency Health Office, supportive working conditions and clear direction from the leadership have proven to be the main drivers for the achievement of quality health service performance.

Organizational citizenship behavior (OCB) has been shown to play a role as a strong mediator between job satisfaction and leadership style on performance. Employees who show altruism, courtesy, conscientiousness, sportsmanship, and civic virtue tend to be more disciplined, care about the organization, and willing to help colleagues, thereby increasing overall work effectiveness (Haryadi et al., 2021). These findings are in line with the research of Qur'ani et al. (2025) which emphasizes that OCB can strengthen the influence of job satisfaction on work outcomes. OCB is not only a reflection of employee loyalty, but also an important means of creating collaboration, efficiency, and a conducive work environment in the public sector.

In addition, transactional and transformational leadership applied by leaders has been proven to be able to shape OCB behavior, which ultimately improves employee performance. Leaders who provide appreciation, trust, and example will encourage the emergence of voluntary work behaviors that are important for the implementation of organizational tasks (Mukmin & Prasetyo, 2021). These results are consistent with the studies of Nurjanah et al. (2020) and Purwanto et al. (2021) which stated that leadership style has a significant effect on OCB. Thus, inspirational and participatory leadership not only has a direct impact on productivity, but also forms a proactive work culture among employees.

Overall, the findings of this study confirm that the improvement in the performance of employees of the South Konawe Regency Health Office is highly dependent on the synergy between job satisfaction, leadership style, and OCB. Performance improvement strategies cannot rely solely on supervisory or incentive systems, but must include strengthening job satisfaction through a supportive environment, the implementation of adaptive and communicative leadership, and the development of a volunteer work culture that encourages employees to go beyond their formal duties. With this approach,

public organizations will not only improve individual performance, but also be able to build institutional resilience in providing effective and sustainable public services (Casu et al., 2021; Fajari, 2021).

CONCLUSION

This study concludes that both job satisfaction and leadership style have a significant and positive impact on employee performance, with Organizational Citizenship Behavior (OCB) acting as a key mediating variable. Employees who are satisfied with their work and led by effective leaders are more likely to exhibit voluntary behaviors beyond formal job descriptions, which in turn enhance organizational outcomes. These findings affirm that improving performance in public sector institutions, such as the Health Office of South Konawe Regency, requires more than technical improvements it also demands attention to psychological, behavioral, and leadership factors. The integration of internal motivation (satisfaction), supportive leadership, and OCB forms a strong foundation for achieving high-performance standards in public service. Future research is encouraged to expand the scope and methodology used in this study. First, similar models should be tested in different settings, including other public institutions or private organizations, to allow for cross-sector comparisons and broader generalization. Second, incorporating qualitative approaches, such as in-depth interviews or focus groups, would provide richer insights into employee experiences, leadership dynamics, and organizational culture. By combining quantitative and qualitative methods, future studies can develop a more holistic understanding of how satisfaction, leadership, and citizenship behaviors interact to influence employee performance especially in the context of regional public service organizations.

THANK-YOU NOTE

The researcher would like to express his gratitude to those who have contributed to the implementation of the research and the preparation of this article.

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