



Analysis of Leadership and Work Environment Impressions on Organizational Citizenship Behavior through Job Satisfaction as an Intervening Variable in the Sleman Regency SETDA

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Abstract. This study examines the influence of leadership impressions and work environment on Organizational Citizenship Behavior (OCB) through job satisfaction as an intervening variable at the Secretariat of the Regional Government of Sleman (SETDA). The research demonstrates that leadership impressions positively impact job satisfaction (p -value = 0.007), while the work environment has a significant effect on job satisfaction (p -value = 0.000). However, leadership impressions and the work environment did not directly affect OCB, as evidenced by their non-significant path coefficients. Job satisfaction, on the other hand, was found to have a positive and significant impact on OCB (p -value = 0.000). These findings suggest that while leadership impressions and a supportive work environment enhance job satisfaction, other factors, such as organizational culture and individual responsibility, may play a more significant role in influencing OCB. The study recommends improving leadership quality, optimizing the work environment, and strengthening job satisfaction to foster OCB. Further research is encouraged to explore leadership impressions in more depth, expand the sample across different organizations, and apply a mixed-method approach to mitigate response bias.

Keywords: Impression of Leadership, Work Environment, Organizational Citizenship Behavior, Job Satisfaction.

1 Introduction

Bureaucratic transformation in Indonesia requires an increase in the integrity and performance of the state civil apparatus (ASN). By *Government Agency Performance Report (LKjIP)* KemenPAN-RB in 2023, the government encourages civil servants to not only carry out their main duties and functions, but also make extra contributions in the form of volunteer work and initiatives [1]. This marks the importance of character formation and proactive behavior in the public sector work environment. One of the non-formal indicators that is increasingly paying attention in the context of ASN is Organizational Citizenship Behavior (OCB), which is the voluntary behavior of employees who support the success of the organization without direct rewards. [2]

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mentioned that OCB includes aspects such as altruism, courtesy, conscientiousness, sportsmanship, and civic virtue. OCB is crucial in public organizations because it is able to streamline teamwork and improve service quality. Ideally, ASN in the local government environment such as the Sleman Regency SETDA show OCB behavior actively in their work routine. A collaborative work culture and collective spirit are needed to support public policy formulation, coordination between regional apparatus, and excellent community service. [3] confirms that organizations with high OCB levels have stronger efficiency and employee loyalty. Based on the results of the internal evaluation of the Sleman Regency Regional Secretariat (SETDA) in 2022, it was found that there were indications of stagnation in employee performance in non-formal aspects, especially related to voluntary participation and loyalty to the organization. This phenomenon is reflected in the official report in the [4] which highlights that there are still many apparatus that only focus on the implementation of main tasks without showing additional initiatives or cross-sectional contributions, especially outside of working hours and non-structural activities. Although the report does not contain direct quantitative data, these findings are in line with the results of an internal survey conducted by the Sleman Regional Civil Service Agency (BKD) in the same year through the Employee Satisfaction and Discipline Index Report. In the report, the formal discipline aspect was recorded to reach an average of 88.4%, while the initiative and voluntary participation dimensions only obtained a score of 62.7%, and organizational loyalty of 65.1%. This inequality indicates that although the level of administrative compliance of civil servants is relatively high, the enthusiasm to contribute voluntarily and participate in cross-sectional activities is still relatively low. This condition confirms that strengthening collaborative culture, intrinsic motivation, and affective loyalty are urgent needs in improving the performance of non-formal ASN in the Sleman Regional Secretariat to be in line with the formal performance that has been good.

These field findings show that there is a gap between expectations and reality related to the behavior of OCB ASN in the Sleman Regional Secretariat. This inconsistency has the potential to hinder bureaucratic innovation and slow down the process of cross-sector decision-making in local government. Internal organizational factors such as perception of leadership and work environment conditions contribute greatly to low OCB. [5] explained that OCB is greatly influenced by the quality of the relationship between superiors and subordinates as well as the supportive work climate. Impressions of leadership are one of the main determinants of positive employee behavior. Leaders who are considered to have competence, empathy, and integrity are able to foster trust that motivates employees to contribute more [6]. This is very relevant in the SETDA environment which demands high collaboration and flexibility of employees. A work environment that is not only physically supportive but also psychologically is a prerequisite for forming extra work behaviors. [7] stating that a comfortable, harmonious, and communicative work environment significantly encourages employee loyalty and engagement.

Some previous research such as the relationship between leadership, job satisfaction and organizational citizenship behavior (OCB) has included a more complex role in mediation. [8] and [9] shows that job satisfaction plays an important role in bridging the influence of transformational leadership on OCB. Research by [10] also emphasized the same thing, where servant leadership influences OCB through job satisfaction as an

indicator. In a public context, [11] and [12] found that job satisfaction has a significant contribution in strengthening the relationship between leadership and OCB in government organizations. Moreover [13] revealed that the work environment plays a role as a moderation factor that strengthens the relationship between leadership, job satisfaction, and OCB. In Indonesia, the study [14] shows that work motivation and leadership are able to improve OCB and employee performance, although this research is still limited to the general context of the organization and has not specifically explored the ASN bureaucracy. This shows that there is a research gap that needs to be bridged, namely the need for research that integrates leadership, work environment, and job satisfaction as key variables in understanding the dynamics of OCB, especially in the context of government bureaucracy.

2 Literature Review and Hypothesis

2.1 Social Exchange Theory (SET)

Social Exchange Theory (*Social Exchange Theory*) is one of the approaches in the social sciences used to understand how relationships between individuals are formed, maintained, and developed through the process of mutual exchange. This concept was first introduced by [15] and further developed by [16] and [17]. The essence of this theory is that every social interaction is driven by an individual's desire to benefit (*Rewards*) and avoid losses (*costs*). Social relations will continue when each party feels a balanced and fair mutual benefit [15] According to [16], social relations are not only limited to economic exchange, but also include social exchanges such as trust, support, and reward. In the context of organizations, this theory asserts that individual behavior is greatly influenced by the extent to which the organization treats its employees fairly, values their contributions, and provides emotional and instrumental support. If employees feel recognized and supported, then they will be more likely to respond with positive behaviors that benefit the organization, such as showing loyalty, working above and beyond formal demands, and helping colleagues known as *Organizational Citizenship Behavior (OCB)*

2.2 Leadership Impressions on Job Satisfaction

Leadership impressions have an important role in shaping employee perception and job satisfaction. Leadership styles that are able to create a positive impression, such as transformational or supportive leadership, tend to increase work morale, loyalty, and satisfaction with the work undertaken. Leaders who are able to provide inspiration, example, and build effective communication will form a positive impression in employees' minds, which ultimately impacts their perception of the work environment. Research from [18] This study examined the influence of impressions on women's leadership in the workplace, and found that positive perceptions of leaders (especially women in positions of power) "*Glass Cliff*") contributes directly to increased job satisfaction and career aspirations. Research also [19] The results of the study highlight the leadership impressions of empowering leaders (*Empowering Leadership*) form a positive perception of the work environment, which improves the job satisfaction of service employees. So theoretically these findings add to or strengthen the theory of

variables that contribute to job satisfaction. According to [20] With the impression of leadership style during the effects of the pandemic during the crisis is an important factor in increasing job satisfaction and reducing work stress.

H1: There is an Influence of Leadership Impressions on Job Satisfaction

2.3 Work environment to job satisfaction

The results of the literature study show that one of the factors that has the potential to affect job satisfaction is the work environment. There is evidence to show that a good work environment positively affects employees' job satisfaction levels with work within the organization. Studies conducted by [21] found that the work environment along with work motivation has a relevant influence on job satisfaction. This indicates that the spatial condition and internal atmosphere of the company have an important role in fostering positive conditions for every employee who occupies the space. Physically, a room or workplace can give the impression of comfort and feel well facilitated, therefore employees will also show a sense of satisfaction so that the work becomes optimal. Non-physically, the relationship between fellow employees and superiors is the key to the harmony of the atmosphere at work so that the feedback from the employee to the organization will be positive. Thus, it can be hypothesized that there is a positive correlation between the work environment and the level of job satisfaction. Employees who are in a good work environment tend to create feelings of appreciation for work and feel satisfaction at work. This impression will be one of the roots of an organization being able to maintain the best human resources it has. As a result, employees feel an emotional attachment to the organization and will positively participate in building and improving the progress of an organization on their own terms.

H2: There is a positive influence of the Work Environment on Job Satisfaction

2.4 Leadership's Impression of Organizational Citizenship Behavior (OCB)

Impressions of leadership play an important role in shaping voluntary work behavior or Organizational Citizenship Behavior (OCB). When a leader is able to present a positive image, such as fair, inspiring, and supportive leadership, this will build trust and loyalty from subordinates. Such positive perceptions create a conducive work environment, encouraging employees to go beyond their formal duties to support organizational goals. This in accordance with this statement can be proven by the perception of leadership that deceives significantly increases OCB's Selfess among employees. Early and sustained impressions of leadership styles affect loyalty levels and a desire to help fellow colleagues voluntarily [22]. The results of this study are also in line with the findings of others who show that the impression of fairness and competence of leaders greatly influences employees' intentions to show OCB in a healthy and sustainable manner. Transformational leadership and impression management by leaders play a role in improving OCB while minimizing its downsides [23].

H3: There is a positive influence on Leadership Impressions on Organizational Citizenship Behavior (OCB)

2.5 Work environment towards Organizational Citizenship Behavior (OCB)

When employees have a supportive space and atmosphere, employees will increase the potential for positive feelings and behaviors optimally. This is proven that the work environment that is both physical and non-physical has relevance to Organizational Citizenship Behavior (OCB) behavior [21]. That relevance can then be developed into reciprocal relationships between the work environment and OCB, findings in other studies show that spatial planning is the main concept in improving OCB attitudes [24]. The results of other studies show consistent evidence, this finding explains that the work environment both physically and non-physically has a positive and significant influence on Organizational Citizenship Behavior (OCB) attitudes. [25], [26];[27], [28]. Thus, it can be hypothesized that there is a positive influence between the work environment and OCB behavior shown by employees. The better the work environment in an organization or company, the more likely they are to engage in positive behavior in the workplace. This hypothesis highlights the importance of paying attention to the work environment in an effort to improve OCB within the organization.

H4: There is a positive influence of the work environment on Organizational Citizenship Behavior (OCB)

2.6 Job satisfaction with Organizational Citizenship Behavior (OCB)

Employees who have a high level of satisfaction with their work will automatically open up the possibility of positive behavior to their fellow employees and their organization. This statement is evidenced by research that says that higher job satisfaction will increase OCB's high attitude [29] The results of this study are also in line with the findings of other studies, the involvement of feelings of satisfaction in doing work is the basis for a person to increase the attitude of OCB at a positive and significant event [30], [31], [32], [33] Thus, it can be hypothesized that job satisfaction plays an important role in shaping OCB behavior in the workplace. Employees who feel satisfied with their work tend to be more motivated to take voluntary actions that benefit the organization as a whole.

H5: There is a positive influence of Job Satisfaction on Organizational Citizenship Behaviour (OCB)

3 Methodology

This research involved employees of the Sleman Regency Regional Secretary Office (Setda Kab. Sleman) located at Jl Parasamya Beran Tridadi Sleman, Yogyakarta 55511, as the subject of the research. The research objects include the variables of leadership impression, work environment, job satisfaction, and Organizational Citizenship Behavior. The research population is all employees of the State Civil Apparatus (ASN) and Non-ASN in the Sleman Regency Secretariat, which totals 117 respondents. The sample taken as part of the population for this study was as many as 91 respondents representing population characteristics. This study uses three types of variables: independent variables, bound, and intervening. The independent variables, which affect the other variables, consist of Impression of Leadership (X1) and Work Environment (X2). The bound variable, which is influenced by other variables, is Organizational Citizenship Behavior (Y2). Meanwhile, the intervening variable, which strengthens or

weakens the relationship between independent and dependent variables, is Job Satisfaction (Y1). The operational definition of these variables helps researchers to facilitate the collection and analysis of data in research

Table 1. Summary of Operational Definitions of Indicator Variables

Variable	Operational definition	Indicators
Impression of Leadership (Independent Variable)	According to [34], the concept of "impression management" in the context of leadership behavior, which is how a leader consciously builds a certain image or perception in front of others, especially subordinates, to achieve certain social or organizational goals.	<ol style="list-style-type: none"> 1. Ingratiation 2. Self-promotion 3. Exemplification 4. Supplication 5. Bullying
Work Environment (Independent Variables)	A non-physical work environment is any non-material condition in an organization that can affect comfort and cooperation between employees, such as leadership support, communication, division of roles, and a conducive work atmosphere. [35]	<ol style="list-style-type: none"> 1. Help and attention from leaders 2. Collaborate 3. Work orientation 4. Easy communication
Job Satisfaction (Intervening Variable)	Job satisfaction is the positive or negative feelings that employees have about their work. These feelings arise as a result of an evaluation of various aspects of work, such as duties, wages, supervision, and relationships with colleagues [36]	<ol style="list-style-type: none"> 1. Work 2. Wages 3. Supervisor 4. Promotion 5. Co workers
<i>Organizational Citizenship Behavior</i> (Dependent Variables)	<i>Organizational Citizenship Behavior (OCB)</i> is individual behavior that is voluntary, not directly or explicitly recognized by a formal reward system, but as a whole supports the effective functioning of the organization. [2]	<ol style="list-style-type: none"> 1. <i>Altruism</i> 2. <i>Conscientiousness</i> 3. <i>Sportsmanship</i> 4. <i>Courtesy</i> 5. <i>Civic Virtue</i>

This study uses primary data obtained directly from the first source through the distribution of questionnaires and direct observation on employees of the Sleman Regency Secretariat, Yogyakarta. The data collection method used is a questionnaire with a census sampling technique, where the entire population is sampled. The questionnaire was compiled using a Likert scale of 5 to measure motivation, work discipline, job satisfaction, and employee performance related to the phenomenon being studied. The validity test was carried out to assess the accuracy of the

questionnaire item, with the instrument declared valid if the p -value < 0.05 and the loading factor was more than 0.40. The reliability test uses the Spearman Brown technique (split half), where the instrument is declared reliable if the calculation is $>$ tableable. Data were analyzed by descriptive and inferential methods. Descriptive analysis is used to describe data in general, while inferential analysis uses Partial Least Square (PLS) to test the validity of indicators, fit models, and hypotheses. PLS testing is carried out by measuring Convergent Validity, Discriminant Validity, and Composite Reliability. The hypothesis test was carried out to measure the relationship between latent variables using R-square values and path coefficients. In addition, mediation analysis is used to calculate the direct, indirect, and total influences between variables in the model.

4. Results & Discussion

4.1 Characteristics of Research Data

This study involved 91 respondents consisting of 59 men (64.8%) and 32 women (35.2%). The majority of respondents were over 41 years old (53.9%), followed by the age groups of 31-40 years (23.6%) and 21-30 years old (22.5%). Based on education level, most of the respondents had a high school education (57.1%), followed by S-1 (26.4%), junior high school (9.9%), and S-2/above (6.6%). In terms of service period, the majority of respondents had a service period of more than 11 years (48.4%), followed by a service period of 2-5 years (30.8%) and less than 1 year (12%). Regarding personnel status, 51.6% of respondents are ASN, while the other 48.4% are contract employees (Non-ASN).

4.2 Instrument Test Results

The results of the instrument test in this study show that all variables tested have good validity and reliability. The Leadership Impression variable, with 10 statement items, was declared valid and reliable with a Cronbach's Alpha value of 0.876. The Work Environment variable, which is measured by 8 statement items, is also valid and reliable with a Cronbach's Alpha value of 0.907. The Job Satisfaction variable, with 10 statement items, met the criteria of validity and reliability with a Cronbach's Alpha value of 0.904. Finally, the Organizational Citizenship Behavior (OCB) variable that uses 10 statements is also valid and reliable with a Cronbach's Alpha value of 0.923. All variables met the tests of validity (r count $>$ r table) and reliability (Cronbach's Alpha $>$ 0.70), indicating that the instrument used in this study was reliable.

4.3 Descriptive Analysis

The results of the cumulative and individual descriptive analysis of this study showed that the variables of Leadership Impression, Work Environment, Job Satisfaction, and Organizational Citizenship Behavior (OCB) had the majority of respondents who agreed with the statement submitted. For Leadership Impressions, 52% of respondents agreed and 31% strongly agreed. On the Work Environment variable, 50% of respondents agreed and 41% strongly agreed. Job Satisfaction showed that 60.44% of

respondents felt that the wage system was fair, while in OCB, 65.93% of respondents actively followed the development of organizational information. Overall, the majority of respondents rated these variables positively, reflecting a supportive work environment and high levels of involvement in the organization.

4.4 Inferential Analysis Results

This study uses Partial Least Square (PLS) analysis based on Structural Equation Modeling (SEM) with SmartPLS 4.0 software to test the model and the relationships between variables. Three stages of testing were conducted, starting with indicator tests to ensure the validity and reliability of the model, which included Convergent Validity, Discriminant Validity, and Composite Reliability tests. The test results show that all indicators are valid, although there is one indicator that must be removed because it does not meet the criteria. Furthermore, the fit model test showed that the model used had a good fit, with an SRMR value of 0.078 which was below the maximum limit of 0.08. These results show that the estimated model is quite good and can be used for further hypothesis testing.

Hypothesis Test

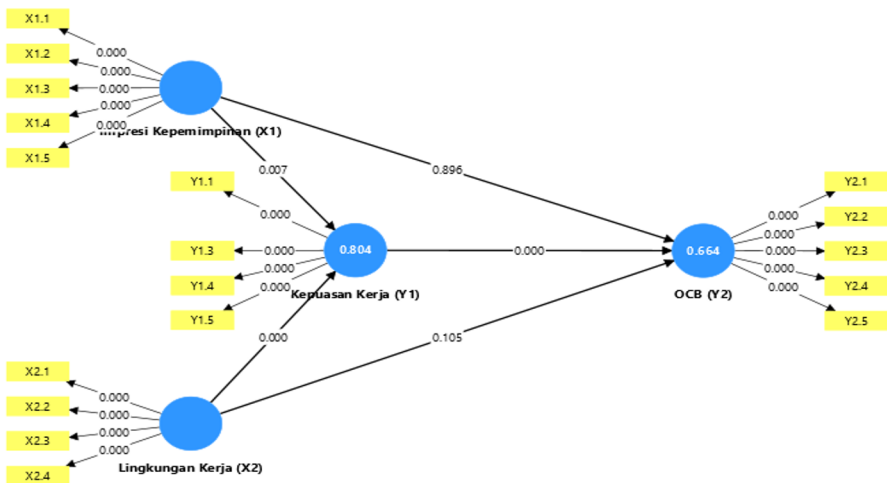


Figure 1. Hypothesis Test Using SmartPLS

Based on Figure 1. It can be seen that the indicator is measured through the influence of the latent construct, which reflects the variation of the unidimensional construct, where the direction of the relationship is indicated by the arrow from the latent construct to the indicator. The hypothetical model built suggests that any change to the latent construct will have an impact on the change in the value of the indicator that represents it. In the model, there are two exogenous variables, namely leadership impressions and work environment, one mediating variable, namely job satisfaction, and one endogenous variable, namely *Organizational Citizenship Behavior (OCB)*.

Table. 2 Parameter Coefficients and P Values

Hypothesis			Quaternity Parameters	t Statistics	P Value	Conclusion
H1	Impression of Leadership	Job Satisfaction	0.249	2.699	0.007	Evident
H2	Work Environment	Job Satisfaction	0.702	9.002	0.000	Evident
H3	Impression of Leadership	OCB	-0.012	0.131	0.896	Unproven
H4	Work Environment	OCB	-0.237	1.622	0.105	Unproven
H5	Job Satisfaction	OCB	1.024	8.148	0.000	Evident

Source: *SmartPLS* 2025 Output Results

The results of the hypothesis test showed several significant findings related to the influence of the variables studied. First, leadership impressions were proven to have a positive effect on employee job satisfaction with a path coefficient of 0.249 and a t-statistic value of 2.699, so the first hypothesis was accepted. Second, the work environment exerts a very strong influence on job satisfaction with a path coefficient of 0.702 and a t-statistic of 9.002, confirming the second hypothesis. Third, leadership impressions did not have a significant effect on Organizational Citizenship Behavior (OCB), with a path coefficient of -0.012 and t-statistic 0.131, so the third hypothesis was rejected. Fourth, the work environment has no significant effect on OCB with a path coefficient of -0.237 and a t-statistic of 1.622, so the fourth hypothesis is not proven. Finally, job satisfaction has a very strong influence on OCB with a path coefficient of 1.024 and a t-statistic of 8.148, proving the fifth hypothesis.

Mediation Analysis

Table. 3 Mediation Effect Analysis

VARIABLE	VARIABLE						Information	
	DE		IE	THE (DE+IE)		p-Value		
	Y1	Y2	Y2	(DE + IE)	T-Statistic			
(1)	(2)	(3)	(4)	(5)=(3)+(4)	(6)	(7)		
X1	0,249	0,243	0,255		0,498	2,633	0,008	Significant - Mediating
X2	0,702	0,481	0,718		1.199	2,548	0,000	Significant - Mediating
Y1		1,024						

DE = Direct Effect; IE = InDirect Effect; TE = Total Effect

Source : PLS Output Group, modified

The table presents an overview of the direct, indirect, and total influence of independent variables (Impression of Leadership and Work Environment) on dependent variables (Organizational Citizenship Behavior, OCB), as well as the role of job satisfaction as a mediating variable. The results of the analysis showed that leadership impressions (X1) had a direct influence on job satisfaction (Y1) and OCB (Y2), with X1's indirect influence on Y2 through Y1 of 0.255, resulting in a total influence of 0.498 and showing full mediation. Meanwhile, the work environment (X2) showed a significant direct influence on job satisfaction and OCB, with a total of 1,199 influences and showed partial mediation, where job satisfaction mediated the relationship between the work environment and OCB.

4.5 Discussion

The Influence of Leadership Impressions on Job Satisfaction at the Sleman Regency Secretariat Office. The first hypothesis (H1) in this study was proven or accepted based on the test results *Path Coefficient* by viewing the value *t-statistic* and *p-Value*. Value *t Statistics* of 2,699 and *p-Value* of 0.007 < 0.05 indicates a significant influence. This means that the impression of leadership has a positive contribution to increasing job satisfaction. In other words, the better the employee's perception of the impression of leadership, the higher the level of job satisfaction they feel, this is evidenced by the results of the following research data: The statement "My leader uses a firm communication style according to the situation" which states that 54 or 59.34% of respondents agree and strongly agree with the statement "my leader shows high dedication to be a role model" as many as 37 or 40.66% of respondents which means employees have a positive perception of leaders in terms of communication and dedication at the Sleman Regency Secretariat Office in Yogyakarta. The statement "I feel comfortable working together in a team" states that 41 or 45.05% of respondents strongly agree and agree as many as 55 or 60.44% of respondents with the statement that I feel that the wage system in my workplace is fair", meaning that fairness, compensation and social support are the key in building positive job satisfaction in employees of the Sleman Regency Secretariat Office of Yogyakarta. This research is in accordance with the research [18] The study examined the influence of women's leadership impressions in the workplace, and found that positive perceptions of it directly contributed to increased job satisfaction and career aspirations. Research also [19] The results of the study highlight how the leadership impression of empowering leaders forms a positive perception of what increases job satisfaction.

The Influence of the Work Environment on Job Satisfaction at the Sleman Regency Secretariat Office. The second hypothesis (H2) in this study was proven and accepted based on the test results *Path Coefficient* by referring to the value *t-statistic* and *p-value*. Value *t-statistic* of 9,002 and *p-value* 0.000 (< 0.05) indicates a significant influence. This is evidenced by the results of the following research: The statement "I and my colleagues help each other in completing tasks" stated that 46 or 50.55% of respondents agreed and 54 or 59, 34% of respondents stated that they agreed stating "My leader provides support when I face difficulties at work" which means that a conducive work environment, leader support and cooperation between employees can create a conducive and strengthening work atmosphere job satisfaction at the Sleman

Regency Secretariat Office in Yogyakarta. The statement "I feel comfortable working together in a team" states that 41 or 45.05% of respondents strongly agree and agree as many as 55 or 60.44% of respondents with the statement that "I feel that the wage system in my workplace is fair", meaning that fairness, compensation and social support are the key in building positive job satisfaction in employees of the Sleman Regency Secretariat Office of Yogyakarta. A work environment, which includes relationships between colleagues, support from superiors, effective communication, and a positive organizational climate, has been proven to create a harmonious work atmosphere and motivate employees to work better. The better the quality of the non-physical work environment that employees feel, the higher the level of job satisfaction they get. This is in line with the research conducted [21] found that the work environment has a relevant influence on job satisfaction. Moreover [37] shows that the non-physical work environment has a significant effect on employee job satisfaction and research [38] The results show a significant and positive influence, a conducive work environment to increase lecturers' job satisfaction.

The Influence of Leadership Impressions on *Organizational Citizenship Behavior* at the Sleman Regency Secretariat Office. Based on test results *Path Coefficient*, The third hypothesis (H3) in this study is not proven or is not accepted with any *t statistical*. of 0.131 and a value of *p-Value* of $0.896 > 0.05$ shows that the relationship between leadership impressions and *Organizational Citizenship Behavior (OCB)* This is insignificant as evidenced by the following research data: The statement on "I see my leader sometimes shows his limitations in gaining support from others" stated strongly disagree as many as 4 or 4.40% of respondents and 8 or 8.79% expressed disagreement stating "my leader often asserts his authority in meetings" which means that the perception of limitations and leadership style that emphasizes authority is not directly Encourage the formation of behavior *OCB*, so it is likely that other factors such as organizational culture, job satisfaction, and intrinsic motivation play a greater role in giving rise to extra-role behavior of employees in the Sleman Regency Secretariat, Yogyakarta. The statement "I participate in organizational activities voluntarily" as many as 16 or 17.58% stated neutrality and stated that 1 or 1.10% of respondents disagreed with three statements, namely "I often offer help to colleagues without being asked", "I inform colleagues in advance if my decision will affect their work" and "I participate in organizational activities voluntarily" which means that employees that the employee's extra-role contribution is not necessarily immediate. influenced by the impression of the leader, but more related to other factors, such as the condition of the work environment, the level of psychological comfort, and the sense of individual responsibility for the organization at the Sleman Regency Secretariat office in Yogyakarta. This is not in line with the research conducted by [23] Transformational leadership and impression management by leaders play a role in improving *OCB* while minimizing its downsides and research [39] that the impression of leadership has a positive and significant effect on *OCB*.

The Influence of the Work Environment on *Organizational Citizenship Behavior* at the Sleman Regency Secretariat Office. In the fourth hypothesis (H4) the results of the analysis *Path Coefficient* shows that the work environment has no significant effect on the *Organizational Citizenship Behavior (OCB)* This is indicated by the value

t statistic of 1,622 with *p Value* 0.105 (> 0.05) so that the fourth hypothesis is declared unproven. The factors that cause this can be seen from the results of the description analysis as follows: In the statement "I feel a strong spirit of togetherness in my work environment" as many as 2 or 2.20% of respondents answered in no agreement and as many as 16 or 17.58% of respondents answered neutrally with the statement "the division of tasks in the workplace is carried out fairly and transparently" which means that the condition of the work environment that is not completely even is positively felt by the All employees are one of the factors that weaken their contribution to the formation of *OCB* at the Sleman Regency Secretariat Office. The statement "I participate in organizational activities voluntarily" as many as 16 or 17.58% stated neutrality and stated that 1 or 1.10% of respondents disagreed with three statements, namely "I often offer help to colleagues without being asked", "I inform colleagues in advance if my decision will affect their work" and "I participate in organizational activities voluntarily" which means that employees that the employee's extra-role contribution is not necessarily immediate. influenced by the impression of the leader, but more related to other factors, such as the condition of the work environment, the level of psychological comfort, and the sense of individual responsibility for the organization at the Sleman Regency Secretariat office in Yogyakarta. This is not in line with the research conducted [26] explained that the work environment has a positive and significant influence on *OCB*, as well as research [28] with the same result, namely the work environment has a positive and significant effect on *OCB*. And this is in line with research [40] that the work environment does not have a significant effect on *OCB* and [41] The work environment has no direct effect on the *OCB*. The researcher concluded that organizational culture and work commitment have a greater influence than work environment factors.

The Effect of Job Satisfaction on *Organizational Citizenship Behavior* at the Sleman Regency Secretariat Office. Based on test results *Path Coefficient* by looking at the results of the *t Statistic* and *P-Value* Shows value *t Statistic* of 8,148 and a score of 8,148 *P-Value* $0.000 < 0.05$ then the Fifth Hypothesis (H5) in this study is proven and accepted, meaning that job satisfaction has a positive and significant influence on *Organizational Citizenship Behavior (OCB)* This is evidenced from the following research data: The statement "I feel comfortable working together in a team" as many as 41 or 45.05% of respondents answered strongly in agreement and 55 or 60.44% of respondents answered in agreement with the statement "I feel that the wage system at my workplace is fair" meaning that fairness, compensation and social support are the key in building positive job satisfaction in employees of the Sleman Regency Secretariat Office of Yogyakarta. The statement "I complete the work with full responsibility even without direct supervision" answered strongly in agreement as 43 or 47.25% of respondents and 60 or 65.93% of respondents with the statement "I actively follow the development of information related to the organization" answered yes, which means that job satisfaction can be said to be an important factor that encourages its formation *OCB* at the Sleman Regency Office of Yogyakarta. This is in line with research [30] stating that there is a positive and significant influence of job satisfaction on behavior *OCB* and [32] also stated that the feeling of satisfaction in doing work is the basis for a person to improve his attitude *OCB* positively and significantly.

5 Conclusion

Based on the results of data analysis, this study found that the impression of leadership and work environment had a significant positive influence on job satisfaction at the Sleman Regency Secretariat Office, with a p-value of 0.007 and 0.000, respectively. In contrast, the impression of leadership and the work environment did not show a significant influence on Organizational Citizenship Behavior (OCB). However, job satisfaction was shown to have a significant positive influence on OCB, with a p-value of 0.000. The suggestions given include improving the quality of leadership, optimizing the work environment, and strengthening job satisfaction to support OCB. Advanced research is suggested to deepen the concept of leadership impressions, expand the sample from various companies, and use mixed data collection methods to reduce perception bias.

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