



The Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB) Mediated by Transformational Leadership in Employees – A Conceptual Analysis

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Abstract. This conceptual study analyzes the effect of job satisfaction on Organizational Citizenship Behavior (OCB) with transformational leadership as a mediator among employees of PT Madubaru PG Madukismo, formulating four research questions related to the job satisfaction–transformational leadership–OCB pathway and the possibility of reciprocal effects, then synthesizing the literature to develop a testable framework and hypotheses. The results show a general pattern of positive relationships: job satisfaction encourages OCB through the mechanism of Social Exchange Theory, increasing employee acceptance of transformational leadership components, and transformational leadership itself is correlated with higher commitment and OCB. However, there is a non-linear dynamic whereby very high satisfaction in the context of strong leader support can reduce the drive for OCB. Practical implications recommend the development of measurable transformational leadership, strengthening LMX, clarity of purpose, and meaningful work design to foster OCB while maintaining healthy "motivational tension." while the theoretical contribution integrates SET and LMX in a mediation model that challenges the assumption of universal linearity and proposes alternative moderation/mediation testing in the sugar industry context.

Keywords: Leader-Member Exchange (LMX), Social Exchange Theory (SET), Organizational Citizenship Behavior (OCB), Transformational Leadership, and Job Satisfaction.

1 Introduction

Organizational Citizenship Behavior (OCB) has importance in overcoming the complexities associated with the modern work environment and globalization, thereby increasing organizational effectiveness and productivity. Organizational Citizenship Behavior (OCB) is influenced by a myriad of determining factors,

including transformational leadership, organizational culture, and work motivation, which together cultivate an environment that promotes positive work conduct. Furthermore, emotional intelligence is integral to OCB as it augments individuals' capacity to develop interpersonal relationships and adeptly maneuver through social contexts, which in turn enhances organizational the effectiveness of this association emphasizes the need to include EI in human resource management practices such as recruitment and training to develop employees who can exhibit OCB at work.[1] In addition, the mediating role of OCB is moderated by managerial strategic awareness in away that mediates the relationship between employee participation and performance. This change is led by critical elements of employees commitment, loyalty and communication satisfaction that are essentials to be successful in the landscape. In conclusion, this finding highlight the importance of devising OCB strategies as a result of skillful leadership, emotional intelligence and strategic awareness, with a view towards ensuring greater organizational agility in an increasingly globalised environment. Job satisfaction was firmly established as a critical antecedent of Organizational Citizenship Behaviour (OCB) through empirical studies done throughout the world. Theoretically, the association between job satisfaction and OCB is mediated by increasing employees' positive feelings and actions directed beyond the call of duty. In an empirical study conducted by Robbyanto, it was revealed that job satisfaction operates as a mediation variable in the relationship between organizational support and OCB, and this suggest that when employees feel satisfied on their job they tend to be more motivated to perform activities voluntarily or when the employee gained trade off requirement on given attention such spontaneous behavior leads structurally rather than deliberate action. that are advantageous to the organization, such as assisting colleagues and surpassing their specified job obligations [2]. In line with this, Heriyadi et al. also provide evidence that Job satisfaction significantly influences organizational citizenship behavior and serves as a mediator between leader-member exchange, work-life balance, and OCB.

This indicates that employees who feel satisfied are more likely to exhibit OCB behavior because they feel more accepted and supported in their work environment [3]. Both studies highlight the role of job satisfaction in enhancing OCB, and ultimately organizational effectiveness as well as employee well-being can be improved largely by focusing on factors such as organizational support, leader-member exchange and work-life balance. Organizations that deal with these dimensions strategically can substantially increase job satisfaction and OCB, thereby creating a more synergistic and cost-effective work environment. atmosphere. Transformational leadership style provides an important function as a mediating variable that can streng then the correlation between job satisfaction and Organizational Citizenship Behavior (OCB). As was also that case in the study by Wisnawa and Dewi, transformational leadership has a strong effect on job satisfaction as well as OCB, meaning that should leaders be capable of both entertaining and motivating employees' cognitive involvement, they can create a work group with higher levels of satisfaction workforce. This increased level of satisfaction, in turn, has a positive effect on OCB, which includes voluntary behavior beyond formal roles that significantly contribute to the effectiveness of the organization. The study explains that job satisfaction serving as an important mediator

in this relationship, indicating that when employees feel satisfied in their work, positive influence of transformational leadership on OCB becomes stronger. This mediation shows that transformational leaders can indirectly increase OCB by first increasing job satisfaction, thereby encouraging a more engaged and proactive workforce. The findings of this study highlight the importance of embracing transformational leadership approaches not just to lethargically increase OCB but also to percolate job satisfaction as an engine which strengthens such a relationship and thereby creates a more synchronized and effective organizational environment within the sugar industry, [4] specifically at PT MADUBARU PG MADUKISMO, the relationship between employee job satisfaction, leadership style, and Organizational Citizenship Behavior (OCB) are important factors that substantially shape workplace dynamics. Transactional leadership is considered to be a style of leadership of which positive effects on job satisfaction and OCB are related. This model of leadership creates a motivated employee environment, which allows them to rise above their job definition and encourages an organizational climate that is highly cooperative and innovative. In this context, job satisfaction functions as a mediating variable that enhances the effect of transformational leadership on OCB which means employees who feel more satisfactory are more likely to take voluntary behaviors beneficial for organization beyond their defined job functions [4]. The strength of relationship between members and leaders (Leader-Member Exchange or LMX) also emerged as an important element that influences OCB, particularly behavior directed toward coworkers.

A strong relationship between leaders and members can increase job satisfaction, which in turn encourages OCB; however, it should be noted that support from coworkers alone does not significantly influence the influence of Organizational Citizenship Behavior (OCB) is significant. In addition, a positive corporate culture of devotion to work and optimism in the working attitude is important for improving employee performance, with job satisfaction as an intermediary variable. This highlights the importance of creating a cooperative and dedicated team as the basic requirement for achieving employees' best performance at work, leading them towards job satisfaction. In general, the fit among effective leadership styles, supportive interpersonal relationships and conducive organizational culture is vital for maximizing job satisfaction and OCB in sugar industry. The relationship between job satisfaction, transformational leadership, and Organizational Citizenship Behavior (OCB) has been extensively studied in various contexts; however, the results still show diverse differences, emphasizing the importance of further research, especially in industrial environments such as PT Madubaru PG Madukismo. Several studies indicate a strong positive relationship between transformational leadership and job satisfaction and OCB, suggesting that leaders who demonstrate exemplary behavior and act as motivators can significantly enhance employee job satisfaction and organizational citizenship behavior [4],[5]. Conversely, other studies show conflicting findings, namely that there is no significant influence between transformational leadership and employee job satisfaction or work motivation, suggesting that there are other factors that could exist as mediators or moderators to this relationship. In addition, although transformational leadership has been proven to have a positive effect on OCB and employee retention, the presence of communication variables as moderators can complicate the direct relationship between leadership and job satisfaction

Furthermore, in the hospitality sector, transformational leadership and organizational climate are reported to have no significant influence exerted on innovative work behavior suggests that the ramifications of various leadership styles can differ significantly across diverse industrial sectors. These inconsistencies in the results suggest that the relationship among these variables is complex and it would be necessary to undertake further context-based studies to gain more insightful explanations and effective leadership strategies, which contribute towards increasing job satisfaction, and Organizational Citizenship Behavior (OCB). Based on the exposition made, conclusions can be drawn that job satisfaction, transformational leadership and Organizational Citizenship Behavior (OCB) are closely interrelated in the development of positive work behavior in an organizational situation.

Employees who have people with a high level on job satisfaction are more motivated to engage in discretionary behavior that contribute to meeting organizational goals. The job satisfaction- OCB relationship is not always direct since some types of leadership, in particular transformational leadership tend to reinforce it. Transformational leaders have the ability to provide inspiration, motivation, and personal attention, which can increase employee job satisfaction and subsequently trigger OCB behavior. Although previous studies have highlighted the relationship between these three variables, the results still show inconsistencies in various organizational contexts. Therefore, this study is important to re-examine the influence of job satisfaction on OCB with the mediation of transformational leadership, particularly in the context of the sugar industry at PT Madubaru PG Madukismo. The object of the study is to analyze the effect of job satisfaction on organizational citizenship behavior (OCB) through the mediation of transformational leadership among employees at PT Madubaru PG Madukismo. This research is hoped to contribute theoretically by further developing theoretical foundations related to human resource managerial practices specifically from perspective of relationships between job satisfaction, transformational leadership and organizational citizenship behaviour (OCB) as well as use of the Social Exchange Theory in understanding the trend in positive degree-engagement of employee towards work. behavior. The results of this research are expected to provide meaningful implications for the management of PT Madubaru PG Madukismo in improving job satisfaction, through the implementation transformational leadership that effectively encourages employees in work so as to increase OCB (Organizational Citizenship Behavior), strengthen employee loyalty and establishing a work culture together that is challenging would be conducive to providing services that bettering society. is aligned with organizational objectives.

2 Literature Review

2.1 Theory of Leader-Member Exchange (LMX)

The theory of the Leader Member Exchange (LMX) is a relational framework in leadership that was first conceptualized by George B. Graen in the 1970s and later refined by Mary Uhl-Bien. This theory asserts that leadership is not merely a mechanism of influence, but rather the quality of relationship between the leader and each employee individually. Graen and Uhl-Bien explain that leaders naturally build different relationships with each subordinate, depending on the level of trust,

competence, interpersonal interaction, and compatibility that is formed[6]. LMX emphasizes that leaders do not treat all employees uniformly; instead, they create relationships of varying quality, forming a continuum of exchange from low-quality Leader- Member Exchanges to high-quality Leader Member Exchanges. High-quality LMX It is characterized by mutual trust, strong respect, willingness to share resources, emotional support, and open communication. Under such conditions, leaders open up to information, development opportunities, participation in decision making and autonomy. These relationships foster engagement, motivation, and extra-role behaviors like OCB (Organizational Citizenship Behavior) [7]. Conversely, low-quality LMX is transactional and limited to the fulfillment of formal roles. Leader-subordinate interactions tend to be rigid, with minimal support and a lack of trust, so subordinates have limited access to information, opportunities, and guidance[8]. The multidimensional model developed by Liden and Maslyn explains that the quality of LMX relationships is influenced by four dimensions: affection, loyalty, contribution, and professional recognition [9]. Recent research findings show that strong LMX relationships are built on three main foundations, namely trust, respect, and mutual obligation. These three components form a positive exchange pattern that encourages collaboration, openness in sharing information, a sense of belonging, and an improvement in employee work experience. Furthermore, modern organisation studies clear that LMX affects not only individual behaviour but also group performance and team dynamics, as well as overall organisation's effectiveness [10]. LMX theory provides a comprehensive theoretical framework for understanding how The framework for understanding the quality of leadership-subordinate relationships can shape employee attitudes, motivation, and behavior. In the context of human resource management research, LMX serves as an important foundation for explaining the mechanisms linking variables such as job satisfaction, leadership, and organizational citizenship behavior (OCB).

2.2 Job Satisfaction

Job satisfaction is a multifaceted construct influenced by various organizational and individual factors, as evidenced by the studies discussed above. A conducive organizational culture, characterized by effective communication and a friendly work atmosphere, significantly increases improvement in employee job satisfaction on creating as a supportive work environment. Career development also emerges as an important factor that provides direction and motivation for employees, thereby strengthening their sense of achievement and attachment to their work. This is supported by empirical data showing that a well-structured career development framework, including training and promotion opportunities, has a positive effect on job satisfaction[11]. Furthermore finding a work-life balance is important in helping to enhance employee health, decrease stress and work fatigue and increase job satisfaction. job satisfaction. However, the relationship between job satisfaction and performance is complex and not yet fully understood, with suggestions that moderating variables such as incentives need to be included in further research to clarify this relationship [12] . Intrinsic and extrinsic motivation are also important determinants, with higher levels of motivation closely related to increased job satisfaction[11]. These findings emphasize the importance of organizational culture alignment, career development strategies, and *work-life balance* initiatives to improve job satisfaction,

which in turn can drive increased employee performance and retention within the organization.

2.3 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) means voluntary behavior beyond formal roles exhibited by employees, which significantly improves organizational effectiveness but is not recognized in formal reward mechanisms. Research conducted [13] examined the influence for distributive fairness and clarity of goal on OCB, emphasizing the moderating role of various leadership styles. Distributive justice, which relates to employees' perceptions fairness in the distribution of prizes was found to have a negative correlation with OCB. This finding suggests that when employees perceive unfairness in the distribution of rewards, their tendency to engage in OCB will decrease. Conversely, goal clarity, which includes a clear understanding of organizational objectives, has a positive influence on OCB. This implies that when employees have a strong understanding of their goals, they are more likely to engage in behavior that goes beyond their formal duties. Furthermore, this study explains that leadership approaches have a significant moderating effect in this dynamic. The type of leadership which focuses on collaboration. exchanges between leaders and employees, can reduce The negative impacts of distributive equality on the behavior of organizational citizenship (OCB). Conversely, transformational leadership, which seeks to inspire and motivate employees to exceed expectations, reinforces the positive influence of goal clarity on OCB. These findings highlight the importance of aligning leadership styles with employee motivation frameworks to foster OCB, thereby improving organizational performance and sustainability[13]. According to Organ, as cited in research conducted by[14], organizational citizenship behavior (OCB) is defined as voluntary actions performed by individuals beyond the scope of their formal duties, but which effectively and efficiently support the sustainability of the organization. Simply put, OCB has been classified as extra-role behavior. that stems from motivation that is inherent and not enforced or ordered from the MNE. For instance, in the workplace attentive behavior can help fellow employees, develop good working environment and have loyalty and concerned with organization. Regarding to the content of OCB, it can be observed in different behaviors, for example; help of coworkers who have on trouble, caring by sustainability of that organization as far as following rules without external control and proposing suggestions. to work processes. The dimensions of OCB as described by Organ include altruism (willingness to help colleagues), conscientiousness (performing tasks beyond minimum standards), sportsmanship (maintaining a positive attitude without complaining), courtesy (building good relationships to reduce conflict), and civic virtue (actively participating in the organizational community[14].

2.4 Transformational Leadership

transformational is the leadership style that significantly improves employee performance by expanding and strengthening individual interests, building awareness and acceptance of common goals, and encouraging employees to transcend personal interests for the good of the group or organization. This leadership paradigm is characterized by its ability to increase employee confidence, commitment, and engagement, all of which are essential in achieving organizational goals.

Transformational leaders have the competence to develop employee potential and strengthen professional relationships between employees and leaders, thereby positively impacting various aspects of employee performance such as productivity, work quality, and innovation [15]. According to Bass and Riggio [16], transformational leadership is a leadership style that encourages individual transformation and development with the aim of realizing organizational aspirations. This concept was first suggested by James MacGregor Burns in 1978, who described it as a leadership style that inspiration and motivation subordinates to achieve beyond previous expectations. Transformational leaders facilitate change in the perspectives and attitudes of subordinates through emotional and intellectual support. In addition, transformational leadership plays an important role in the process of organizational change, as it is needed to deal with the dynamics of a rapidly changing business environment. Despite its many advantages, various challenges remain, including the inconsistency of measurement instruments and the need for more extensive research in various cultural contexts [17]. Future research directions emphasize the importance of interdisciplinary approaches, practical applications, and considerations related to digital and cross-cultural transformation to further clarify and improve the effectiveness of transformational leadership in achieving organizational success.

3 Methodology

This study uses a conceptual approach to clarify theoretical constructs and develop new interpretations based on existing literature. According to [18], a conceptual review serves to identify gaps in research and form the basis for future empirical research. Key literature is placed together to make connections in this research agenda, offering a holistic view of which concepts are related in the domain. The implicational result of such approach is a conceptual space that might be tested with future research. This framework attempts to address a number of essential questions: (1) Does job satisfaction have a positive effect on Organization Citizenship Behavior (OCB)? (2) Does Job Satisfaction Have a Positive Effect on Transformational Leadership? (3) Does Transformational Leadership positively influence Organization Citizenship Behavior (OCB)? (4) Does Organization Citizenship Behavior (OCB) influence Transformational Leadership?

4. Results & Discussion

4.1 The Effect of Job Satisfaction on Organizational Citizenship Behavior

One of the main mechanisms explaining the positive relationship between job satisfaction and Organizational Citizenship Behavior (OCB) is based on Social Exchange Theory (SET). According to SET, when employees feel favorable working conditions, build positive interpersonal relationships with coworkers, feel organizational support, engage in meaningful work, and receive appreciation for their contributions, this encourages them to reciprocate these positive experiences. This reciprocity often manifests itself through OCB behavior, which is when employees voluntarily go above and beyond the formal demands of their job to improve organizational effectiveness [19]. In addition, job satisfaction fosters a sense of purpose and belonging in employees, motivating them to exceed role expectations. Situations

where employees find their work to be meaningful and involving at least some degree of autonomy, are likely to act proactively in terms of contributing to the organization's success, without being asked directly for it. This view is supported by evidence suggesting that individuals are more likely to be fully engaged when their work aligns with their personal values. This alignment ultimately increases job satisfaction, which in turn encourages higher levels of OCB[20]. This statement is reinforced by various empirical findings from research conducted by[21], [22], [23], which shows that job satisfaction has a positive and significant effect on OCB. These results confirm that an increase in the number of employees job satisfaction correlates with an increase in OCB behavior. Thus, job satisfaction is an important factor that encourages employees to make extra contributions to support organizational goals and performance.

4.2 The Effect of Job Satisfaction on Transformational Leadership

Transformational leadership is described through a set of behaviors that include idealistic influence, inspirational motivation, intellectual stimulation, and individual attention [24]. This set of behaviors is designed to motivate followers, encourage innovative thinking, and meet individual needs in order to improve performance and job satisfaction [24]. The existing academic literature generally positions transformational leadership as defined factor that plays a significant role in increasing job satisfaction. Employees with high job satisfaction are usually more responsive to transformational leadership initiatives. When satisfied employees are more open to a vision from the leader (inspirational motivation) and in exchanging ideas (intellectual stimulation). This positive feedback strengthens the leader's sense of efficacy and leads to influencing profound transformational behavior. Thus, a positive and satisfying work environment creates conditions that are more conducive for transformational leaders to implement their leadership strategies, as resistance decreases while enthusiasm increases. In addition, the mechanism that explains how job satisfaction can have a positive influence on transformational leadership is also related to employees' perceptions of the leader's effectiveness. When employees are satisfied, they tend to evaluate leaders more positively and often attribute transformational attributes and behaviors to them. These positive perceptions, although partly subjective, can create a reinforcing cycle in which leaders are encouraged by positive feedback to maintain or enhance their transformational leadership approach. Empirical research shows that transformational leadership can influence work commitment and Organizational Citizenship Behavior (OCB), with job satisfaction serving as an intermediary variable that also impacts teacher performance [24]. These findings emphasize the existence of a complex relationship, where job satisfaction emerges as an important component in the context of leadership effectiveness.

4.3 The Effect of Transformational Leadership on Organizational Citizenship Behavior

Transformational leadership is characterized for its idealistic character. effects, inspirational motivation, intellectual stimulation, and individual concern. aims to increase the aspirations and values of followers so that they are driven to go beyond personal interests for the collective interests of the organization[24]. This leadership paradigm is consistently associated with various positive outcomes for employees, including Organizational Citizenship Behavior (OCB). OCB refers to voluntary

behaviors that, although not formally recognized, contribute significantly to organizational effectiveness, such as helping coworkers, being willing to take on additional responsibilities, and creating a constructive work environment [25]. Transformational leadership, characterized by an idealistic influence, inspirational motivation, intellectual stimulation, and individual support, aims to enhance the aspirations and values of followers so that they are motivated to go beyond personal interests for the collective interests of the organization [24]. This leadership paradigm is consistently associated with various positive outcomes for employees, including Organizational Citizenship Behavior (OCB). OCB refers to voluntary behaviors that, although not formally recognized, contribute significantly to organizational effectiveness, such as helping coworkers, being willing to take on additional responsibilities, and creating a constructive work environment [25]. Transformational leaders frequently produce a high level of identity with the organizational mission and values, leading to employee to the organization [25]. When employees demonstrate high organizational commitment, they are more motivated to engage in OCB to support the organization's goals and sustainability [26]. High organizational commitment often stems from job satisfaction and a positive organizational culture that encourages employees to go beyond their formal responsibilities (higher OCB) [26]. In addition, transformational leaders foster strong dedication and work engagement, which in turn increases work commitment [24]. Employees with high work commitment are more likely to exhibit OCB because they view such contributions as part of their professional identity and all aspects of the organization's success. Empirical evidence shows that work commitment, along with job satisfaction and OCB, significantly influences teacher performance, with transformational leadership as the main triggering factor [24].

4.4 The Effect of Organizational Citizenship Behavior (OCB) on Transformational Leadership

The relationship between transformational leadership and Organizational Citizenship Behavior (OCB) has historically been viewed as a wholly beneficial correlation, based on the premise that inspirational motivation, idealistic influence, intellectual stimulation, and individual attention can trigger positive employee behaviors that go beyond formal work obligations [27]. However, contemporary empirical and theoretical developments reveal a more complex dynamic, particularly when the relationship pathway is conditionally mediated by job satisfaction. In certain mechanisms, it appears that job satisfaction, which has been considered a direct result of transformational leadership, can paradoxically weaken and negatively impact OCB. This seemingly contradictory phenomenon arises when high levels of job satisfaction, formed through the fulfillment of socio-emotional needs and personal development facilitated by transformational leaders, actually reduce the motivational drive to perform additional roles. More specifically, transformational leadership increases perceptions of organizational support and intrinsic rewards, which ultimately result in higher job satisfaction [28]. This condition can then "satisfy" psychological drives such as the need to fulfill the principles of reciprocity or normative obligations, two important elements that explain OCB in the social exchange theory paradigm [29]. When employees feel that the rewards they receive have been adequately reciprocated

through supportive leadership and a satisfying work environment, the tendency to "go beyond role expectations" decreases, creating a curvilinear relationship that reverses the relationship between job satisfaction and OCB. This phenomenon is consistent with affective events theory, which states that a work environment that provides psychological emotional satisfaction produces positive affective states that encourage the completion of core tasks, but does not always trigger voluntary behavior[30]. Furthermore, structural empowerment in transformational leadership can clarify roles and provide access to resources, thereby reducing the ambiguity and pressure that typically trigger compensatory OCB dysfunction [31]. In a more optimal work environment, employees can allocate their cognitive and emotional resources to performing core tasks rather than maintaining voluntary behaviors, shifting attention away from OCB dimensions such as altruism or civic virtue. Findings from multi-source studies also reinforce this trend, showing that servant leadership, which is conceptually similar to transformational leadership, can inadvertently increase psychological entitlement, which ultimately decreases OCB. This suggests that leaders who prioritize the well-being of their followers too much may be perceived as indulgent, giving rise to passive expectations rather than active engagement [32]. Consequently, when job satisfaction is negatively correlated with OCB in contexts characterized by high leader support and low role strain, the indirect path from transformational leadership to OCB via job satisfaction becomes highly negative. These findings challenge traditional assumptions about leadership relationships, which have always been considered linear and positive. This more nuanced model suggests the need to reevaluate leadership effectiveness, particularly that optimal levels of OCB may require a balance between satisfying work conditions and moderate levels of motivational tension, rather than simply pursuing maximum job satisfaction in isolation.

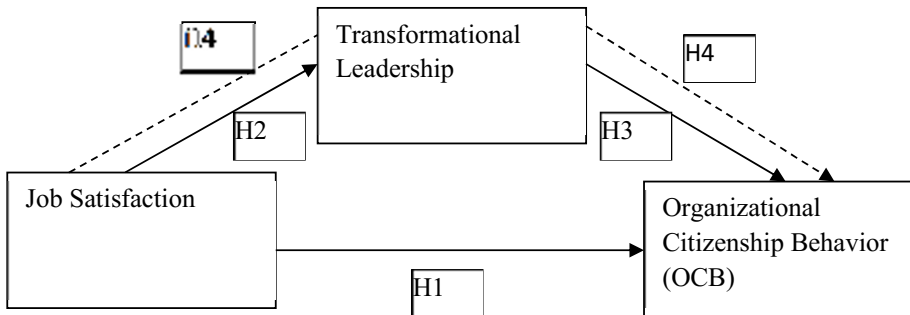


Fig. 1. Conceptual framework

This research was developed based on previous theories, concepts, and research findings. This framework illustrates how independent variables, mediating variables, and dependent variables are interconnected in a research model.

5 Conclusion

This study systematically examines The effects of job satisfaction on Organizational Citizenship Behavior (OCB) in conjunction with transformational leadership acting as a mediating variable among employees of PT Madubaru PG Madukismo. A conceptual literature review shows that job satisfaction is positively correlated with OCB within the framework of Social Exchange Theory (SET), where employees who feel satisfied tend to engage in voluntary behaviors, such as helping coworkers and going beyond their formal responsibilities, as a form of reciprocity for the positive treatment they receive from the organization. Empirical evidence generally supports this positive relationship, although some studies show that the effect is not always linear. In addition, job satisfaction plays an important role in increasing employee acceptance of transformational leadership approaches. Employees who report higher levels of satisfaction typically show a greater tendency to respond positively to inspirational motivation, intellectual stimulation, and individual attention provided by their leaders, thus forming a reinforcing cycle that increases leadership effectiveness and commitment to work. Furthermore, transformational leadership has been shown to play an important role in facilitating the emergence of OCB. Leaders who are able to demonstrate idealistic influence, provide inspirational motivation, and offer personal attention to employees tend to be successful in fostering voluntary behavior that is aligned with organizational goals. However, the relationship between job satisfaction, transformational leadership, and OCB is complex and unstable. Some findings indicate that although transformational leadership can increase OCB, excessively high job satisfaction at a certain point can actually reduce motivation to display OCB. This phenomenon suggests a curvilinear relationship that can be explained through emotional event theory and social exchange theory, in which employees' affective responses and perceptions of reciprocity can change over time.

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