

ABSTRACT

Organizational Citizenship Behavior (OCB) is an essential factor in optimizing the achievement of organizational goals. This study investigates the influence of transformational leadership, work-life balance, and organizational commitment to OCB with job satisfaction as an intervening variable for Civil Servants at the Direktorat Jenderal Perbendaharaan (Directorate of Treasury System), Ministry of Finance of the Republic of Indonesia. The research approach is quantitative, with analysis using SEM-PLS (Structural Equation Modeling - Partial Least Square). The results showed that transformational leadership has a positive and significant effect on OCB, work-life balance has a positive and insignificant effect on OCB, organizational commitment has a positive and insignificant effect on OCB, job satisfaction has a positive and significant effect on OCB, transformational leadership has a positive and significant effect on job satisfaction, work-life balance has a positive and significant effect on job satisfaction, organizational commitment has a positive and significant effect on job satisfaction, job satisfaction mediates the influence of transformational leadership on OCB (partial mediation), job satisfaction does not mediate the effect of work-life balance on OCB, Job satisfaction mediates the effect of organizational commitment to OCB (full mediation)

Keywords: Organizational Citizenship Behavior, OCB, Work-Life Balance, Organizational Commitment, Job Satisfaction, Civil Servant



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ABSTRAK

Organizational Citizenship Behavior (OCB) merupakan faktor penting dalam mengoptimalkan pencapaian tujuan organisasi. Penelitian ini menginvestigasi pengaruh kepemimpinan transformasional, *work-life balance*, dan komitmen organisasi terhadap OCB dengan kepuasan kerja sebagai variabel *intervening* terhadap Pegawai Negeri Sipil pada Direktorat Sistem Perbendaharaan, Kementerian Keuangan Republik Indonesia. Pendekatan penelitian adalah kuantitatif dengan analisis menggunakan SEM-PLS (*Structural Equation Modeling - Partial Least Square*). Hasil penelitian menunjukkan bahwa kepemimpinan transformasional berpengaruh positif dan signifikan terhadap OCB, *work-life balance* berpengaruh positif dan tidak signifikan terhadap OCB, komitmen organisasi berpengaruh positif dan tidak signifikan terhadap OCB, kepuasan kerja berpengaruh positif dan signifikan terhadap OCB, kepemimpinan transformasional berpengaruh positif dan signifikan terhadap kepuasan kerja, *work-life balance* berpengaruh positif dan signifikan terhadap kepuasan kerja, komitmen organisasi berpengaruh positif dan signifikan terhadap kepuasan kerja, kepuasan kerja memediasi pengaruh kepemimpinan transformasional terhadap OCB (*partial mediation*), kepuasan kerja tidak memediasi pengaruh *work-life balance* terhadap OCB, kepuasan kerja memediasi pengaruh komitmen organisasi terhadap OCB (*full mediation*)

Kata Kunci: *Organizational Citizenship Behavior*, OCB, *Work-Life Balance*, Komitmen Organisasi, Kepuasan Kerja, Pegawai Negeri Sipil, PNS

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