

## THE EFFECT OF WORK MOTIVATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR THROUGH JOB SATISFACTION AS A MEDIATION VARIABLE



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### Abstract

Organizational Citizenship Behavior (OCB) refers to voluntary behavior exhibited by employees that goes beyond their formal job descriptions and contributes positively to the overall effectiveness of the organization. This study aims to analyze the influence of Servant Leadership and Work Motivation on Organizational Citizenship Behavior (OCB) with Job Satisfaction as a mediating variable among employees of PT Karya Usaha Baru. The research employed an explanatory research design, with a population consisting of 1,500 non-managerial employees. A total of 306 respondents were selected as samples, and data were collected using online questionnaires distributed via Google Forms. The data were analyzed using the path analysis method. The results of this study indicate that: (1) Servant Leadership has a positive and significant direct effect on Organizational Citizenship Behavior, meaning that a service-oriented leadership style enhances employees' organizational citizenship behavior. (2) Work Motivation has a positive and significant direct effect on Organizational Citizenship Behavior, indicating that employees' internal drive contributes to the improvement of OCB. (3) Servant Leadership has a positive and significant effect on Job Satisfaction, implying that servant leaders can increase employee job satisfaction. (4) Work Motivation has a positive and significant effect on Job Satisfaction, suggesting that higher motivation is associated with greater job satisfaction. (5) Job Satisfaction has a positive and significant effect on Organizational Citizenship Behavior, meaning that satisfied employees are more likely to display OCB. (6) Job Satisfaction partially and significantly mediates the indirect effect of Servant Leadership on Organizational Citizenship Behavior. (7) Job Satisfaction also partially and significantly mediates the indirect effect of Work Motivation on Organizational Citizenship Behavior among employees of PT Karya Usaha Baru.

**Keywords:** Servant Leadership, Work Motivation, Job Satisfaction, Organizational Citizenship Behavior

## INTRODUCTION

Human resources are a key element in organizational success because they act as the driving force and determinant of achieving company goals. In the context of modern human resource management, employee extra-role behavior, or Organizational Citizenship Behavior (OCB), is a crucial aspect in increasing organizational effectiveness. Employees with high OCB tend to help coworkers, take initiative, and maintain team harmony without waiting for formal instructions. However, the implementation of OCB in many companies still faces challenges due to low job satisfaction, motivation, and unsupportive leadership styles. One leadership approach considered capable of fostering positive employee behavior is servant leadership, a leadership style that emphasizes service, empowerment, and attention to employee needs. Leaders who implement servant leadership can increase loyalty, satisfaction, and work enthusiasm, which ultimately encourages OCB behavior. Furthermore, work motivation, both intrinsic and extrinsic, also plays a crucial role in fostering employee satisfaction and voluntary behavior. Previous research has shown a research gap.

Several studies have found that servant leadership and work motivation have a positive effect on OCB (Fanny, 2018; Muliani & Perkasa, 2023), while other studies have found insignificant results (Haryati, 2019; Puspasari, 2023). These discrepancies in results raise questions about the role of mediating variables, particularly job satisfaction, in explaining this relationship. This phenomenon is also evident at PT Karya Usaha Baru, a labor supplier company that faces low discipline and initiative among contract employees, weak leadership attention, and minimal employee participation in decision-making. These conditions indicate that the implementation of servant leadership and work motivation is not yet optimal in encouraging employee satisfaction and extra-role behavior. Based on these conditions and research gaps, this study aims to analyze the influence of servant leadership and work motivation on Organizational Citizenship Behavior, with job satisfaction as a mediating variable among employees at PT Karya Usaha Baru.

## REVIEW OF LITERATURE

The relationship between servant leadership, work motivation, and organizational citizenship behavior (OCB) is a significant area of research that highlights the importance of leadership styles and intrinsic employee factors in fostering a collaborative organizational environment. Servant leadership, which focuses on serving others, encouraging employee growth, and building strong relationships, has been shown to enhance OCB by improving motivation and emotional connections within the workplace.

Research indicates that servant leadership positively impacts OCB by fostering an environment of trust and collaboration. Tanuwijaya et al. note that servant leaders motivate employees and cultivate loyalty through quality relationships, which instill a sense of trust that promotes OCB (Tanuwijaya et al., 2023). Similarly, Shafi et al. found that servant leaders encourage employees to engage in extra-role behaviors crucial for OCB, leading to better organizational performance and higher employee commitment (Shafi et al., 2020). Wahyu et al. specifically illustrate that servant leadership significantly correlates with OCB among Generation Y employees, reinforcing the role of motivation in this context (Wahyu et al., 2020).

Work motivation serves as a critical mediator in the relationship between servant leadership and OCB. Hadinata and Chalidyanto found that organizational commitment,

influenced by servant leadership, enhances work motivation, which in turn leads to elevated OCB (Hadinata & Chalidyanto, 2023). Riyanto emphasizes that increased work engagement prompted by servant leadership fosters OCB, indicating that employee engagement is a key link between leadership qualities and collaborative behaviors (Riyanto, 2022). Thus, when leaders adopt a servant leadership approach, they contribute to enhancing employees' intrinsic motivation, leading to increased active citizenship behaviors within the organization.

The interplay of work motivation and servant leadership is apparent in various studies illustrating their combined effects on OCB. Kartono et al. suggest that the influence of servant leadership on employee performance is mediated by quality relationships established through leader-member exchanges, tapping into motivational factors associated with OCB (Kartono et al., 2023). This finding aligns with Fatril et al., who assert that both servant leadership and quality of work life significantly influence OCB, with job satisfaction serving as an important mediating variable (Fatril et al., 2022). Higher levels of motivation through effective servant leadership not only improve individual performance but also enhance collective organizational citizenship.

Furthermore, the implications of this relationship extend beyond employee behavior to include overall organizational effectiveness. Wang et al. indicate that servant leadership fosters environments that enhance employee well-being, further encouraging OCB (Wang et al., 2022). Consequently, organizations that prioritize servant leadership and work motivation create a robust culture of OCB, ultimately leading to enhanced operational efficiencies and improved outcomes.

## RESEARCH METHOD

### Research Design

This study employs a **quantitative research design** utilizing the **survey method** as the principal technique for data collection. The approach aligns with the **positivistic paradigm**, which emphasizes objectivity, measurability, and statistical testing in social research (Sugiyono, 2020). Through this paradigm, the study seeks to empirically test the relationships among responsiveness, empathy, interpersonal communication, and customer satisfaction within the telecommunications service sector.

### Research Hypothesis

This study aims to analyze the influence of responsiveness, empathy, and interpersonal communication on customer satisfaction in telecommunication services. Based on the review of the literature and previous research, the hypothesis proposed in this study is as follows:

### Research Model

H1: Work Motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB).

H2: Work Motivation has a positive and significant effect on Job Satisfaction.

H3: Work Motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB) through Job Satisfaction as a mediating variable.

This research model describes the relationship between independent variables (responsiveness, empathy, and interpersonal communication) to dependent variables (customer satisfaction). This model can be illustrated as follows:



The hypothesis model above shows that work motivation has a positive and significant effect on OCB. This means that the higher the level of motivation an employee has, the greater their tendency to display voluntary behavior that benefits the organization. This will be tested through multiple linear regression analysis. This study uses a quantitative approach with a survey method, where data is collected through a questionnaire with a Likert scale. The data analysis technique used is a linear regression test to examine the effect of each variable on customer satisfaction. The results of this study are expected to provide deeper insights for telecommunications companies in improving the quality of their services by focusing on responsiveness, empathy, and personal communication to increase customer satisfaction.

**RESULTS AND DISCUSSION**

**Normality Test**

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		306
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.49027666
	Most Extreme Absolute Differences	.050
	Positive	.038
	Negative	-.050
Test Statistic		.050
Asymp. Sig. (2-tailed)		.061 <sup>c</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

**Multicollinearity Test Results**

Model	Collinearity Statistic		information
	Tolerance	VIF	
Work motivation	0.26	3.852	There is no multicollinearity

Job satisfaction	0.327	3.057	There is no multicollinearity
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**Source: Data processed by researchers, 2025**

The table above shows that all variables do not experience multicollinearity because the tolerance value is greater than 0.10 and the VIF value is less than 10.00.

**Heteroscedasticity Test Results**

Model	Significance	Information
Work Motivation	0.057	There is no heteroscedasticity
Job Satisfaction	0.052	There is no heteroscedasticity

**Source: Data processed by researchers, 2025**

The heteroscedasticity test results show a sig value for the work motivation variable of 0.057, indicating no heteroscedasticity, and a sig value for the job satisfaction variable of 0.052, indicating no heteroscedasticity.

**Results of the Equation of Servant Leadership (X1), Work Motivation (X2), and Job Satisfaction (Z) on Organizational Citizenship Behavior (Y)**

Model	Beta	T	Sig	Information
X	0.203	3.173	0.002	Significant
Z	0.576	10.123	0.000	Significant

Dependent Variabel = Y  
 R = 0.824  
 R square = 0.680  
 F hitung = 213.699  
 Sig F hitung = 0.000

Source: Data processed (2025)

**T Test**

The results showed that work motivation had a significant positive effect on OCB ( $p = 0.002$ ;  $t = 3.173$ ;  $\beta = 0.203$ ) and job satisfaction ( $p = 0.000$ ;  $t = 15.549$ ;  $\beta = 0.748$ ), indicating that the higher the motivation of employees, the greater their tendency to feel satisfied and behave beyond their formal roles. Furthermore, job satisfaction was shown to have a significant effect on OCB ( $p = 0.000$ ;  $t = 10.123$ ;  $\beta = 0.576$ ), indicating that employees who feel satisfied with their jobs are more likely to exhibit voluntary behavior that supports the organization.

Thus, it can be concluded that work motivation, directly and indirectly through job satisfaction, can improve employee organizational citizenship behavior at PT. Karya Usaha Baru.

### **F Test**

Based on the table above, the work motivation variable has a total effect of 1.184, clearly indicating that this variable has the most dominant influence on Organizational Citizenship Behavior. Furthermore, the work motivation variable also has a total effect of 0.748, which has a dominant influence on job satisfaction. Therefore, the work motivation variable can be the dominant variable influencing job satisfaction and Organizational Citizenship Behavior.

### **The Influence of Work Motivation on Organizational Citizenship Behavior**

Research results show that PT Karya Usaha Baru employees have a high level of work motivation, which encourages them to voluntarily perform work beyond their formal job descriptions. This reflects the emergence of strong Organizational Citizenship Behavior (OCB) in the workplace. This finding aligns with the Self-Determination Theory (SDT) proposed by Deci & Ryan (1985), which states that when basic psychological needs such as autonomy, competence, and social connectedness are met, employees' intrinsic motivation increases. This intrinsic motivation drives individuals to engage in positive behavior without coercion, such as helping coworkers, working enthusiastically, and demonstrating loyalty to the organization.

Previous research (Dwi Septiawati et al., 2019; Priyandini et al., 2020; Simon & Naftalia, 2018; Syawallina et al., 2024) also supports these findings, stating that work motivation has a positive and significant effect on OCB. Highly motivated employees tend to demonstrate enthusiasm, creativity, and initiative in their work, as well as being oriented towards quality work results. Thus, it can be concluded that the high work motivation at PT Karya Usaha Baru is the main factor that encourages the emergence of OCB behavior, which ultimately improves the overall performance and effectiveness of the organization.

### **The Influence of Work Motivation on Job Satisfaction**

Research results show that PT Karya Usaha Baru employees are satisfied with their work, as reflected in their length of service (6–10 years) and high levels of work motivation. This satisfaction arises because employees feel they receive clear direction, support, and motivational encouragement from the company. These findings indicate that work motivation, both intrinsic and extrinsic, plays a significant role in shaping job satisfaction.

According to Herzberg's theory (2013), job satisfaction arises when employees' motivational needs, such as achievement, recognition, responsibility, and opportunities for growth, are met. Intrinsically motivated employees—because they feel their work is meaningful and valuable—tend to have higher levels of job satisfaction than those who are solely motivated by external factors.

This is supported by research by Nugroho et al. (2024), which states that work motivation has a positive and significant effect on job satisfaction. This is further supported by research by Rulianti & Nurpribadi (2023), Simon & Naftalia (2018), and Farisi et al. (2021), who showed that work motivation not only increases job satisfaction but also encourages the emergence of organizational citizenship behavior (OCB). Therefore, it can be concluded that the higher an employee's work motivation, the higher their perceived level of

job satisfaction, which ultimately has a positive impact on improving OCB behavior and overall organizational performance.

### **The Influence of Job Satisfaction on Organizational Citizenship Behavior**

The results of this study indicate that PT Karya Usaha Baru employees exhibit voluntary work behavior due to coworkers who consistently assist others in completing their work. This is evidenced by the description of the job satisfaction variable, which has an average good category, namely coworkers who help each other and work outside their job descriptions. This research finding aligns with the characteristics of respondents who reported that employees with 6-10 years of service felt comfortable working at the company and exhibited high loyalty to achieve shared goals.

The theory that discusses the increase in OCB caused by Job Satisfaction can also be explained by (Robbins, 2015), with one dimension of promotion being the possibility of someone developing through a promotion. This dimension relates to employee opportunities for advancement and the methods used by leaders in employee promotions. This can lead to increased employee initiative to volunteer without being asked.

Research by (Suci et al., 2021) states that job satisfaction has a positive and significant effect on organizational citizenship behavior. This is evidenced by the descriptive statistics of the OCB variable, which received a high response from respondents as explained above, and also the descriptive statistics of job satisfaction, which also obtained a high score, namely 4.06. The respondents' response values come from the following items: (1) Work according to desires, Work according to education, and Adequate facilities in the job satisfaction indicator; (2) Satisfaction with basic salary, Satisfaction with benefits, and Salary according to workload in the satisfaction with rewards indicator; (3) Good family atmosphere, Social needs are met, and Coworkers are ready to help in the satisfaction with coworkers indicator; and (4) Opportunities for promotion are wide open, Good achievements can be promoted, and There is no discrimination in promotion in the promotion opportunity indicator. The items that received the highest responses for each indicator were Work according to desire in the indicator of job satisfaction, Satisfaction with benefits in the indicator of satisfaction with rewards, Social needs are met in the indicator of satisfaction with coworkers, and (Good performance can be promoted in the indicator of promotion opportunities.

Other studies that discuss job satisfaction towards Organizational citizenship behavior according to Ansong, Owusu, & Ansong, (2024), Indahyati & Sintasih, (2019), (Widjajani et al., 2021). In addition, research according to (Wulandari et al., 2021) states that job satisfaction is a pleasant feeling felt by individuals towards their work and is the result of an assessment of the work and work experience they have done. Job satisfaction is closely related to the aspect of feelings of happiness. Satisfaction and happiness can be realized when a teacher gets many positive things from the organization. Dimensions of adequate salary and appreciation, the teaching job itself, job promotions, and a comfortable work environment, including the principal and colleagues, support job satisfaction in schools. Teachers who get high job satisfaction will also show high OCB.

### **The Influence of Work Motivation on Organizational Citizenship Behavior through job satisfaction as a mediator**

The research results show that work motivation has a positive effect on job satisfaction (coefficient 0.748), and job satisfaction has a positive effect on Organizational

Citizenship Behavior (OCB) (coefficient 0.584). Furthermore, the indirect effect of work motivation on OCB through job satisfaction is 0.458, indicating that job satisfaction partially mediates the relationship between work motivation and OCB, as the direct effect of work motivation on OCB is greater than its indirect effect.

According to Robbins & Judge (2014), employees who are satisfied with their jobs will have a sense of justice, trust in the organization, and a tendency to take extra action beyond formal responsibilities, known as Organizational Citizenship Behavior (OCB). This also aligns with the view of Mackenzie & Organ (2006) that OCB is voluntary, sincere, and non-coercive behavior that supports organizational effectiveness.

These research findings are supported by the findings of Sugiarti & Rusilowati (2014), Simon & Naftalia (2018), Syawallina et al. (2024), and Yandi et al. (2024) who stated that job satisfaction acts as a mediating variable between work motivation and OCB. Thus, it can be concluded that the higher the work motivation an employee has, the greater the level of job satisfaction they feel, and this will ultimately encourage the emergence of OCB behavior, although the effect is partially mediated because work motivation also directly influences OCB without fully going through job satisfaction.

## CONCLUSION

Based on the research results, it can be concluded that work motivation has a positive and significant influence on Organizational Citizenship Behavior (OCB). This indicates that the higher an employee's work motivation, the greater their tendency to volunteer for work beyond their formal responsibilities. Employees at PT Karya Usaha Baru have been shown to have high levels of work motivation, demonstrated by their passion for achieving company goals and active contributions beyond their job descriptions. Therefore, work motivation is a crucial factor driving organizational citizenship behaviors, such as helping coworkers, working enthusiastically, and volunteering for organizational success.

Furthermore, the research results also show that work motivation has a positive and significant influence on job satisfaction, and job satisfaction has a positive influence on OCB. Employees who are satisfied with their jobs and work environment tend to exhibit positive behaviors that support their coworkers and the organization as a whole. High job satisfaction has been shown to encourage employees to help each other complete tasks beyond their job descriptions. Therefore, it can be concluded that work motivation not only increases job satisfaction but also directly contributes to increased OCB through a sense of responsibility and solidarity among employees at PT Karya Usaha Baru.

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