

ABSTRACT

With organizational commitment as a mediating variable, this study aims to examine how transformational leadership and job satisfaction influence Organizational Citizenship Behavior (OCB) among employees of the BRI Bank Padang Branch. As part of a quantitative survey method, employees were given questionnaires to complete. Furthermore, to analyze both direct and indirect relationships among the variables studied, the data were analyzed using path analysis with a structural equation modeling approach.

The findings of the study indicate that Organizational Citizenship Behavior (OCB) is positively and significantly influenced by both transformational leadership and job satisfaction. The mediation analysis also shows that organizational commitment plays a significant role in mediating the relationship between job satisfaction and OCB, as well as between transformational leadership and OCB. This indicates that the influence of job satisfaction and transformational leadership on OCB is not only direct but also strengthened by employees' emotional attachment and loyalty to the organization.

The conclusion of this study emphasizes the importance of organizational policies that prioritize the improvement of transformational leadership quality, enhancement of job satisfaction, and continuous development of organizational commitment in order to increase employees' Organizational Citizenship Behavior (OCB). The results of this study are expected to contribute theoretically to research on organizational behavior and provide useful insights for banking management in formulating HRM policies that can improve organizational performance and service quality.

Keywords: Transformational leadership, job satisfaction, organizational commitment, Organizational Citizenship Behavior (OCB)

