

## **The Influence of Transformational Leadership, Organizational Culture, and Job Satisfaction on Organizational Citizenship Behavior**

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### **Abstract**

This study aims to analyze the influence of transformational leadership, organizational culture, and job satisfaction on Organizational Citizenship Behavior (OCB) among employees of PERUMDA PDAM Tirta Giri Nata, Cirebon City. Using a quantitative research design, data were collected through questionnaires from a sample of 115 respondents selected via the Slovin formula from a population of 160 employees. The study employed SPSS version 25 for data analysis, including validity and reliability testing, classical assumption tests, multiple regression analysis, and hypothesis testing. The findings revealed that transformational leadership, organizational culture, and job satisfaction each have a significant and positive effect on OCB. Simultaneously, these three variables together explained 70.9% of the variance in OCB. The implications suggest that strong transformational leadership, a supportive organizational culture, and high levels of job satisfaction significantly enhance employees' voluntary and constructive behaviors that go beyond formal job requirements. The novelty of this research lies in its integrated model that simultaneously assesses the effects of these three antecedents, expanding on prior studies which often examined these variables in isolation or through mediators. The study contributes practical insights for human resource management in government-owned utility companies by identifying key psychological and organizational levers for improving citizenship behaviors. Future research should explore mediating factors such as psychological empowerment or organizational commitment and apply this model in different organizational and cultural settings to enhance generalizability.

Keywords: Transformational Leadership, Organizational Culture, Job Satisfaction, Organizational Citizenship Behavior

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### **INTRODUCTION**

Human Resource Management (HR) plays a strategic role in ensuring the sustainability and competitive advantage of the organization because Human Resource Management (HRM) has an impact on the success of a company in realizing its vision and mission formulated through employee involvement (Rezeki, 2023). Company employees are not only interpreted as objects in achieving goals but also as objects of actors. Human Resource Management is the utilization, development, assessment, reciprocity and services and management of individual members of organizations or groups of workers (Sinambela, 2021). Regarding efforts to empower Human Resources, a company needs to increase its attention to the quality of employees, both in terms of the quality of knowledge and skills, career and welfare level, so that it can increase employee achievement and motivation to provide all their abilities in achieving organizational goals (Ramdhan, 2023).

One of the employee behaviors that supports the success of the organization is Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior is an action that is voluntary, not directly recognized by the formal rule system, and overall increases the effectiveness of an organization's functions according to the internal organs (Subardjo F., 2020). Employees with OCB tend to do more than their official duties, such as assisting colleagues and actively participating in organizational activities (Novitasari et al., 2023). OCB is very important because it can improve the quality of services provided to the community. This is good behavior of employees towards colleagues or the Company, where the behavior exceeds the standard behavior set by the Company and provides positive benefits to the Company (W, 2019). The implementation of effective and good Organizational Citizenship Behavior (OCB) is significantly

influenced because it involves changing the values embraced by its members, more than doing this behavior based on the rewards that will be obtained according to (Novitasari et al., 2023).

Organizational Citizenship Behavior (OCB) can arise and develop various elements of employees and organizations because of the leadership style applied by a leader to a company. Transformational leadership is defined as a style that motivates employees to perform better by changing their morals, ideals, and values according to Bass & Avolio in (Surucu Maşlakci A. & Şeşen H., 2021). Transformational leadership is the ability to provide motivation and inspiration to its followers in achieving greater things than originally planned and for internal rewards (Efendi & Pratama, 2020). Transformational leadership is rooted in the idea of individual development and empowerment, with a focus on inspiration, shared vision, and increased potential. Transformational Leaders must have a charismatic nature and have a central and strategic role in leading the organization to achieve its goals (Khaerul Umam, 2021). Through deep interaction between leaders and subordinates, as well as encouragement to achieve common goals, transformational leadership strategies drive deep and sustainable positive change (Sergiy Gritsenko A. K., 2023).

A positive and strong culture will be able to influence the level of closeness in employees. If a positive and strong culture can be well conditioned, it will support the emergence of Organizational Citizenship Behavior (OCB) (Febriani & Ramli, 2023). Organizational culture is a shared value, principles, traditions, and ways of doing things that affect the way members of the organization act (Edison et al., 2022). Organizational culture can encourage organizational commitment and improve consistency of work behavior, as well as provide benefits to the organization. When employees feel that the organization's values align with their personal values, they are more likely to exhibit behaviors that support a company's success.

Job satisfaction is a form of a person's feelings about their job, work situation and relationship with colleagues. Job satisfaction is defined as an effectiveness or emotional response to various work factors, and employees' feelings about whether or not a job is enjoyable (Afandi, 2021). Job satisfaction occurs when employees feel they have a stable job, room to grow in their careers, and a good mix of work and personal life (Pranitasari Suriawinata I. S. & Kusumaningratyas A. M. K., 2024). Satisfied employees are more likely to speak positively about the organization, help colleagues, and make their work beyond normal work, more so that satisfied employees may be more obedient to the call to duty, as they want to repeat their positive experiences (Ramdhan, 2023).

This research was conducted on the Cirebon City Regional Drinking Water Company which is one of the Regionally Owned Enterprises (BUMD). Engaged in the field of clean water provision services for the people of Cirebon City and led by the President Director who is under and responsible to the Mayor as an element of local government organizers who lead the implementation of government affairs through the Supervisory Board. Based on the problems that occurred at PDAM Tirta Giri Nata, the low OCB behavior that is still often found in employees is indifferent to other employees and even to the organization so that they feel that their responsibility as employees is enough just to carry out their duties according to their respective job descriptions and if they have done that, they feel that their responsibilities as employees have been done very well so that this greatly affects Customers and the public who use the clean water service.

Based on this background, the main issues that will be discussed in this study are: (1) How Does Transformational Leadership Affect Organizational Citizenship Behavior (OCB), (2) How Does Organizational Culture Affect Organizational Citizenship Behavior (OCB), (3) How Does Job Satisfaction Affect Organizational Citizenship Behavior (OCB), and (4) How Does Transformational Leadership, Organizational Culture and Job Satisfaction Affect Organizational Leadership Simultaneous Towards Organizational Citizenship Behavior (OCB).

The purpose of this study is to analyze the influence of Transformational Leadership, Organizational Culture, and Job Satisfaction on Organizational Citizenship Behavior both partially and simultaneously. And the benefits and usefulness of this research are expected to benefit the development of science, can deepen knowledge in the field of human resources, and

become a contribution of ideas or additional information for parties in need about the Influence of Transformational Leadership, Organizational Culture, and Job Satisfaction on Organizational Citizenship Behavior. Compared to previous studies such as Kesinta Nenggor et al. (2022), which examined the influence of transformational leadership and organizational culture on OCB at PDAM Tirtamarta Yogyakarta, and Hayati (2020), who explored the mediating effect of job satisfaction between organizational support/culture and OCB, the novelty of this study lies in its simultaneous and integrated analysis of three antecedents—transformational leadership, organizational culture, and job satisfaction—on OCB in PDAM Tirta Giri Nata Cirebon City, a regional water utility with unique organizational characteristics. While earlier studies examined these relationships partially or through mediation models, this research provides a comprehensive model that quantifies the combined effects of all three variables and offers a predictive insight (Adjusted  $R^2 = 70.9\%$ ) into how these factors drive OCB. Furthermore, the study adds context-specific evidence to the literature by focusing on an Indonesian municipal BUMD, which is relatively underexplored in empirical OCB research.

## RESEARCH METHOD

This research was conducted at PDAM Tirta Giri Nata Cirebon City. The type of research used is a type of quantitative research using the questionnaire method. The variables used consisted of Transformational Leadership, Organizational Culture, Job Satisfaction and Organizational Citizenship Behavior. The sampling technique used the slovin formula (margin of error 5%) of 115 people out of a population of 160 people. The data collection technique for this research is to conduct interviews with related parties on objects, observations, questionnaires and literature studies. The data processing carried out by the researcher uses computer media analysis tools in the form of software with the SPSS application program version.

## RESULTS AND DISCUSSION

### Validity Test

The validity test is used to measure the validity or validity of a statement in a questionnaire and is a measuring tool that is able to reveal whether the statement is valid or not, valid means that the instrument can be used by measuring what is actually measured (Sugiyono., 2020).

**Table 1. Validity Test**

Variable	R-count	R Table	Information
Transformational leadership style	0.205	0,183	Valid
	0.209	0,183	Valid
	0.407	0,183	Valid
	0.506	0,183	Valid
	0.680	0,183	Valid
	0.625	0,183	Valid
	0.512	0,183	Valid
	0.242	0,183	Valid
Organizational Culture	0.549	0,183	Valid
	0.604	0,183	Valid
	0.509	0,183	Valid
	0.543	0,183	Valid
	0.440	0,183	Valid
	0.520	0,183	Valid
	0.513	0,183	Valid
	0.644	0,183	Valid
0.449	0,183	Valid	

	0.446	0,183	Valid
	0.599	0,183	Valid
	0.646	0,183	Valid
	0.633	0,183	Valid
	0.740	0,183	Valid
	0.568	0,183	Valid
	0.586	0,183	Valid
Job Satisfaction	0.512	0,183	Valid
	0.596	0,183	Valid
	0.593	0,183	Valid
	0.581	0,183	Valid
	0.537	0,183	Valid
	0.577	0,183	Valid
	0.562	0,183	Valid
	0.596	0,183	Valid
	0.606	0,183	Valid
	0.535	0,183	Valid
	0.467	0,183	Valid
Organizational Citizenship Behavior	0.440	0,183	Valid
	0.376	0,183	Valid
	0.475	0,183	Valid
	0.481	0,183	Valid
	0.428	0,183	Valid
	0.476	0,183	Valid

Source: The results of the study are processed in 2025

Based on table 1, above, it can be seen that each variable with a significance level of 5% with a total of 115 respondents so that obtaining an rtable of 0.183 has a rtable value of > rtable or > rcount of 0.183 which means that all variables from the first to the last statement item are declared valid.

### Reality Test

The Feasibility Test is actually a tool to determine a questionnaire that is an indicator of a variable or construct. A questionnaire is said to be reliable if the respondent's answers to statements are consistent or stable over time (Ghozali, 2021a). An instrument is said to be reliable if it has a Cronbach's Alpha value of > 0.70. Cronbach's Alpha is a reliability coefficient that shows how well items in a set are positively correlated with each other.

**Table 2. Reliability Test**

Variable	Cronbach's Alpha	N of Items	Information
Transformational leadership style	0.712	8	Reliable
Organizational Culture	0.896	16	Reliable
Job Satisfaction	0.863	11	Reliable

Organizational Citizenship Behavior	0.709	6	Reliable
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Source: Research Results processed in 2022

Based on table 2, it shows that each variable is more than  $> 0.70$  or Cronbach's Alpha value  $> 0.70$ , then all variables from transformational leadership, organizational culture, job satisfaction and organizational citizenship behavior are declared reliable.

### Classic Assumption Test

#### Normality Test

The Normality Test is to test whether in the regression model, the dependent variable, the disruptive or residual variable has a normal distribution (Ghozali, 2021a). The purpose of the normality test is to test whether in a regression, dependent variables, independent variables or both have a nominal distribution or not The results of the normality test used are as follows:

**Table 3. Data Normality Test Results  
One-Sample Kolmogorov-Smirnov Test**

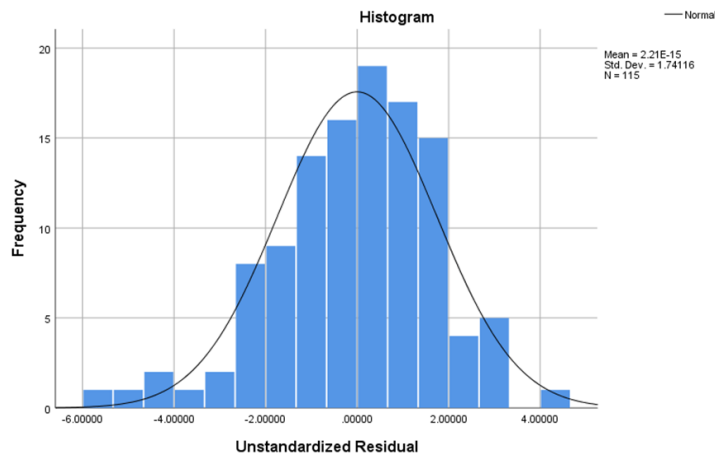
		Unstandardized Residual
N		115
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Hours of deviation	1.74116466
Most Extreme Differences	Absolute	.068
	Positive	.059
	Negative	-.068
Test Statistic		.068
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source : Research Results Processed in 2025

Based on table 3, it can be seen that the Kolmogorov-Smirnov normality test on the variables of transformational leadership (X1), organizational culture (X2), (X3) job satisfaction and employee performance (Y) results show that the residual variable data has an Asymp value. Sig. (2-tailed) is 0.200 which means it has a value of  $> 0.05$ , so it can be concluded that all variables have been distributed normally.

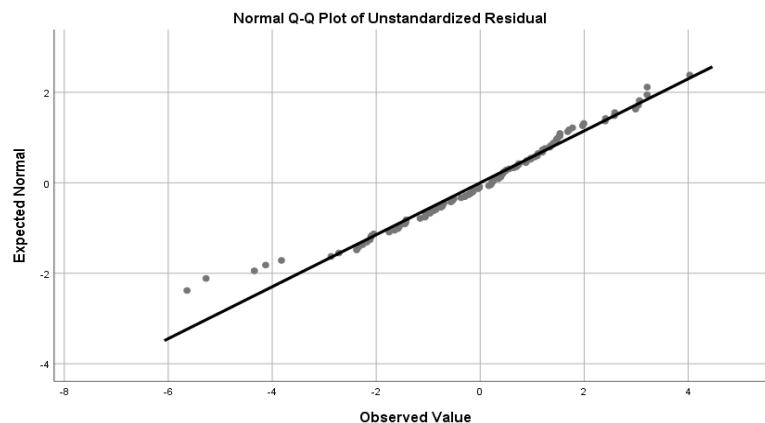
The level of normality of the data can also be seen on the plot-normality graph and histogram as shown in the following figure:



**Figure 1. Normality Test Histogram**

Source: Research Results Processed in 2025

Figure 1 shows that the histogram graph is said to be normal because the data distribution is bell-shaped, not tilted to the right or left so that the histogram graph is declared normal.



**Figure 2. P-Plot Normality Test**

Source: Research Results Processed in 2025

In Figure 2 of the P-P Plot Graph above, it shows that the data is spread around the diagonal line and follows the direction of the diagonal line. Thus, that the regression model is normally distributed or meets the requirements of normality assumptions (W, 2019).

**Multicollinearity Test**

The multicollinearity test aims to test whether in the regression model there is a correlation between independent variables (Ghozali, 2020:157). The prerequisite that must be met in the regression model is the absence of multicollinearity. The Multicollinearity test was performed by looking at the Variance Inflation Factor (VIF) in the regression model.

**Table 4. Multicollinearity Test Results**

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.642	1.751		-.938	.350		
	Total_Transformational_Leadership	.104	0.035	.152	2.999	.003	.994	1.006
	Total_Organizational_Behavior	.153	0.029	.370	5.192	.000	.501	1.994
	Total_Job_Satisfaction	.275	0.038	.518	7.279	.000	.503	1.989

a. Dependent Variable: Total\_Organizational\_Citizenship\_Behavior

Source: Research Results Processed in 2025

Based on the Coefficient output results table in table 4.22, it can be seen that the VIF value for Transformational Leadership Style (X1) is 1.006, Organizational Culture (X2) is 1.994 and Job Satisfaction is 1.989. Because the VIF Value for all variables namely Transformational Leadership 1.006, Organizational Culture (X2) 1.994 and Job Satisfaction 1.989 is smaller < 10 which means there is no strong correlation between independent variables. In addition, the tolerance value for each variable, namely Transformational Leadership is 0.994, Organizational Culture (X2) is 0.501 and Job Satisfaction (X3) is 0.503 > 0.1 which means that there is no excessive linear dependence between predictor variables. Thus, that the model is free from the problem of multicollinearity,

### Regression Test

#### Multiple Regression Analysis

Multiple linear regression analysis is a regression model that involves more than one independent variable. In the processing of this data, there are three variables X (Independent), namely Transformational Leadership (X1), Organizational Culture (X2) and Job Satisfaction (X3). The purpose of this multiple linear regression analysis is to find out the direction and how much influence independent variables have on dependent variables (Ghozali, 2021a). The dependent variable is Organizational Citizenship Behavior (OCB) (Y)

Table 5. Multiple Linear Regression Results

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Itself.
		B	Std. Error	Beta		
1	(Constant)	-1.642	1.751		-.938	.350
	Total_Transformational_Leadership	.104	.035	.152	2.999	.003
	Total_Organizational_Behavior	.153	.029	.370	5.192	.000
	Total_Job_Satisfaction	.275	.038	.518	7.279	.000

a. Dependent Variable: Total\_Organizational\_Citizenship

Source: Research Results Processed in 2025

Based on the calculation numbers in the table above generated by the SPSS calculation, the equation of the multiple linear regression coefficient produced is:

- a. Constant (a) with a negative value of -1.462 indicates that in the absence of variables X1, X2, and X3, then the Organizational Citizenship Behavior (OCB) in PDAM Tirta Giri Nata employees is negative. This means that if there is no Transformational Leadership (X1), Organizational Culture (X2) and Job Satisfaction (X3) at PDAM Tirta Giri Nata, then employees tend to have low Organizational Citizenship Behavior (OCB) in them so there is a tendency for them not to work well without these factors.
- b. The regression coefficient of the Transformational Leadership variable (b1) has a positive value, meaning that if there is an increase or increase in Transformational Leadership (X1) by a unit in PDAM Tirta Giri Nata, it is about *Idealized influence, Inspiration motivation, Intellectual stimulation. Individualized attention*, Organizational Citizenship Behavior (OCB) (Y) will increase by 0.104 units.
- c. The regression coefficient of the Organizational Culture variable (b2) has a positive value, meaning that if there is an increase or increase in Transformational Leadership (X1) by a unit in PDAM Tirta Giri Nata, both regarding Self-Awareness, Aggressiveness, Personality, and Team Orientation, then Organizational Citizenship Behavior (OCB) (Y) will increase by 0.153 units.
- d. The regression coefficient of the Job Satisfaction variable (b3) has a positive value, meaning that if there is an increase or increase in Transformational Leadership (X1) by a unit in PDAM Tirta Giri Nata, be it regarding Employment, Wages, Promotions, Supervisors, and Colleagues, then Organizational Citizenship Behavior (OCB) (Y) will increase by 0.275 units.

**Coefficient of Determination**

Determination analysis was used to determine the percentage contribution of the influence of the independent variable (X<sub>1</sub> X<sub>2</sub> X<sub>3</sub>) simultaneously on the dependent variable (Y). The results of the determination analysis are presented in 4.12 as follows:

**Table 6. Coefficient of Determination**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.847a	.717	.709	1.765

a. Predictors: (Constant), Total\_Job\_Satisfaction, Total\_Transformational\_Leadership, Total\_Organizational\_Behavior  
 b. Dependent Variable: Total\_Organizational\_Citizenship

Source: Research Results Processed in 2025

- a. Predictors : (Constant), Transformational Leadership, Culture Organization and Job Satisfaction.
- b. Dependent Variable : Organizational Citizenship Behavior (OCB)

The results of the determination analysis can be seen in table 6 showing that the output of the Summary model from the results of the multiple linear regression analysis above obtained the number R<sup>2</sup> or Ajusted R square of 0.709 or 70.9%. This shows that the percentage of the influence of independent variables (Transformational Leadership, Organizational Culture and Job Satisfaction) is able to influence 70.9% of the variation of the dependent variables of Organizational Citizenship Behavior (OCB). While the remaining 29.1% was influenced by other variables that were not included in this research model.

**Hypothesis Test**

### T Test

The t hypothesis test basically shows how far an individual explanatory variable is influential in explaining the variation of the dependent variable (Ghozali, 2021a). This test aims to find out whether the independent variable or the independent variable (x) partially (individually) affects the bound variable or the dependent variable (y). If the result of the calculation is 2 tables, it means that the independent variable is significant enough to explain the dependent variable. As for calculating the magnitude of the tcal number with a = 5% ttable of 1.981.

**Table 7. Results of the Transformational Leadership Style (X1) Test Against Organizational Citizenship Behavior (OCB) (Y)**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
		B	Std. Error			
1	(Constant)	18.456	2.179		8.470	.000
	Total_Transformational_Leadership	.144	.063	.211	2.290	.024

a. Dependent Variable: Total\_Organizational\_Citizenship

Source: Research Results in 2025

Based on table 7, the value of 1 count is 8,470 and the significance value of t is 0.000. This shows that the result of T calculating > t table or value of 8,470 > 1.981 and significance value of 0.000 < 0.05. So it can be concluded that the Transformational Leadership variable has a significant effect on Organizational Citizenship Behavior, so Ha is accepted and Ho is rejected. This shows that the first hypothesis of Transformational Leadership has been tested.

**Table 8. Results of the Organizational Cultural Style (X2) Test on Organizational Citizenship Behavior (OCB) (Y)**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Itself.
		B	Std. Error			
1	(Constant)	3.556	1.671		2.127	.036
	Total_Organizational_Behavior	.308	.026	.747	11.962	.000

a. Dependent Variable: Total\_Organizational\_Citizenship

Source: Research Results in 2025

Based on table 8, the t-value of the calculation was 2.127 and the significance value of t-calculated was 0.036. This shows that the result of T calculates > or a value of 2,127 > 1,981 and a significance value of 0.036 < 0.05. then Ha was accepted and Ho was rejected. The Organizational Culture variable has a significant effect on Organizational Citizenship Behavior. This shows that the second hypothesis regarding organizational culture has been tested.

**Table 9. Results of the Job Satisfaction t-Test against (X3) against Organizational Citizenship Behavior (OCB) (Y)**

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.685	1.316		4.321	.000
	Total Job Satisfaction	.418	.031	.788	13.606	.000

a. Dependent Variable: Total\_Organizational\_Citizenship

Source: Research Results in 2025

Based on table 9, the t-value is 4.321 and the t-significance value is 0.000. This shows that the result of the  $t > t_{table}$  or value of  $4,321 > 1,981$  and the significance value of  $0.000 < 0.05$ . then  $H_a$  was accepted and  $H_o$  was rejected. So it can be concluded that the job satisfaction variable has a significant effect on Organizational Citizenship Behavior. This shows that the third hypothesis regarding job satisfaction has been tested.

**Test F**

The F test is conducted to determine whether or not the influence of Organizational Culture and Job Satisfaction (independent) together or simultaneously on the variables of Organizational Commitment (dependent).

**Table 10. Results of Hypothesis Test of Transformational Leadership Variables (X1), Organizational Culture (X2) and Job Satisfaction (X3) on Organizational Citizenship Behavior (OCB) (Y)**

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	875.991	3	291.997	93.781	.000b
	Residual	345.609	111	3.114		
	Total	1221.600	114			

a. Dependent Variable: Total\_Organizational\_Citizenship

b. Predictors: (Constant), Total\_Job\_Satisfaction, Total\_Trasformasional\_Leadership, Total\_Organizational\_Behavior

Source : Research Results in 2025

Based on table 10, it is known that the F value is calculated as 93,781 with a significant level of 0.000. This value is then compared to the F of the table of 2.68. Thus, it can be concluded that the value of F calculated  $> F$  of the table is  $25.326 > 2.68$  and the value of Sig  $< 0.05$  is  $0 < 0.05$  So that  $H_o$  is rejected and  $H_a$  is accepted, meaning that the variables of Transformational Leadership (X1), Organizational Culture (X2) and Job Satisfaction (X3) simultaneously have a significant influence on Organizational Citizenship Behavior (OCB) (Y).

**DISCUSSION**

**The Influence of Transformational Leadership on Organizational Citizenship Behavior**

The results of SPSS data analysis show that Transformational Leadership has a significant effect on the Organizational Citizenship Behavior of PDAM Tirta Giri Nata Company Cirebon City obtained a calculation of 2,999. While T table with the degree of freedom  $df = 115 - 2 = 113$  at a significant level of 0.05, which is 1.981. thus the value of T calculated  $> T$  table is  $2.999 > 1.981$  or the probability value of T calculated as 0.000 which is smaller than 0.05. This means that the existence of transformational leadership factors will have a significant influence on the Organizational Citizenship Behavior (OCB) of the Tirta Giri Nata PDAM Company, Cirebon City. The influence of transformational leadership in the form of Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration. will affect employees of PDAM Tirta Giri Nata Cirebon City.

The results of this study are in line with previous research conducted by (Kesinta Nenggor et al., 2022) in their journal entitled "The Influence of Transformational Leadership and Organizational Culture on Organizational Citizenship Behavior (OCB) of the Tirtamarta Yogyakarta Drinking Water Company". Which shows that transformational leadership has a positive and significant effect on organizational citizenship behavior (OCB) in the Tirtamarta Yogyakarta drinking water company.

### **The Influence of Organizational Culture on Organizational Citizenship Behavior**

The results of SPSS data analysis showed that Organizational Culture had a significant effect on the Organizational Citizenship Behavior of PERUMDA PDAM Tirta Giri Nata Cirebon City obtained a t count of 5,192. While T table with the degree of freedom  $df = 115 - 2 = 113$  at a significant level of 0.05, which is 1.981. Thus, the value of T calculated  $> T$  table is  $4.321 > 1.981$  or the probability value of T is calculated as 0.036 which is smaller than 0.05. This means that the existence of the Organizational Culture factor will have a significant influence on the Organizational Citizenship Behavior (OCB) of Perumda PDAM Tirta Giri Nata Cirebon City. The influence of job satisfaction in the form of self-awareness, aggressiveness, personality, and team orientation will affect PERUMDA employees of PDAM Tirta Giri Nata Cirebon City.

This is in line with research (Hayati, 2020) in his journal entitled "The Influence of Perception of Organizational Support and Organizational Culture on Organizational Citizenship Behavior Through Job Satisfaction." which shows that Organizational Culture has a positive and significant effect on Organizational Citizenship Behavior in PDAM Surya Sembada.

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

The results of SPSS data analysis show that job satisfaction has a significant effect on the Organizational Citizenship Behavior of PDAM Tirta Giri Nata Company Cirebon City obtained a t count of 7,279. While T table with the degree of freedom  $df = 115 - 2 = 113$  at a significant level of 0.05 which is 1.981. thus the value of T calculated  $> T$  table is  $7.279 > 1.981$  or the probability value of T calculated as 0.000 which is less than 0.05. This means that the existence of transformational leadership factors will have a significant influence on the Organizational Citizenship Behavior (OCB) of the Tirta Giri Nata PDAM Company, Cirebon City. The Effect of Job Satisfaction in the form of Jobs, Wages, Promotions, Supervisors and Colleagues. will affect employees of PDAM Tirta Giri Nata Cirebon City.

The results of this study are in line with previous research conducted by Widyanti Basuki B. & Ratnasari S. L. (2021) in their journal entitled "Organizational Commitment, Job Satisfaction, Transformational Leadership and Its Influence on Organizational Citizenship Behavior (OCB) at PDAM Tirta Sembada Sleman Regency." Which shows that job satisfaction has a positive and significant effect on organizational citizenship behavior (OCB) at PDAM Tirta Sembada Sleman Regency.

### **The Influence of Transformational Leadership, Organizational Culture, and Job Satisfaction on Organizational Citizenship Behavior**

The results of the data analysis showed that Transformational Leadership, Organizational Culture, Job Satisfaction together had a significant effect on the Organizational Citizenship

Behavior (OCB) of employees at PDAM Tirta Giri Nata, Cirebon City. This can be seen from the F calculation of 93,781 which is greater than the F of the table of 2.68. The results of this study are in line with previous research conducted by (Kharismasyah & Putra, 2020) in their journal entitled "The Influence of Transformational Leadership, Organizational Climate, Job Satisfaction and Affective Commitment on Organizational Citizenship Behavior (OCB) in Employees of Pt. Pdam Tirta Wijaya." which shows that Transformational Leadership and job satisfaction affect Organizational Citizenship Behavior simultaneously in PDAM Tirta Wijaya.

## CONCLUSION

This study concludes that transformational leadership, organizational culture, and job satisfaction each have a significant and positive effect on Organizational Citizenship Behavior (OCB) among employees at PERUMDA PDAM Tirta Giri Nata Cirebon City, both individually and collectively. These findings highlight the importance of fostering strong leadership, a positive workplace culture, and high job satisfaction to enhance discretionary behaviors that benefit the organization. For future research, it is suggested to explore additional psychological and contextual variables such as psychological empowerment, employee engagement, and perceived organizational support as potential mediators or moderators. Comparative studies across different organizations and sectors, as well as longitudinal research, are also recommended to assess the generalizability and long-term impact of these factors on OCB.

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