Inspiring the New Workforce: Transformational Leadership and Job Satisfaction as Drivers of Organizational Citizenship Behavior in Generation Z Civil Servants

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Abstract

In 2023, Generation Z ASN (State Civil Apparatus) workers accounted for 6% of the workforce, totaling 268,920 employees. Previous research suggests that Generation Z holds different work values compared to earlier generations. These differences may lead Generation Z workers to be less inclined toward Organizational Citizenship Behavior (OCB), despite OCB being a crucial factor in organizational performance. This study aims to examine the OCB of Generation Z ASN workers and its relationship with Transformational Leadership, with Job Satisfaction as a mediating factor. The research involved 365 Generation Z ASN employees working in the Government of Province X, selected through purposive sampling. Data was collected using the OCB Scale, Transformational Leadership Scale, and Job Satisfaction Scale. The analysis was conducted using Partial Least Square – Structural Equation Modeling (PLS-SEM). The findings indicate that both Transformational Leadership and Job Satisfaction have a positive and significant impact on the OCB of Generation Z ASN employees. All proposed hypotheses were supported. These results highlight the critical role of Transformational Leadership and Job Satisfaction in enhancing OCB among Generation Z ASN workers.

Keywords: *ASN Generation Z; Transformational Leadership; Job Satisfaction; Organizational Citizenship Behavior*

Introduction

A demographic bonus occurs when the majority of the population falls within the productive age group, where the number of working-age individuals exceeds the non-productive population (Arum et al., 2023). Data from Indonesia's Central Bureau of Statistics (BPS) in 2021 reported that the dependency ratio of the non-productive population reached 16.76%. This implies that for every 100 working-age individuals, approximately 17 non-productive individuals are dependent on them.

This phenomenon has heightened the expectations of previous generations toward Generation Z (Arum et al., 2023). Generation Z shares similarities with Millennials, particularly in their engagement with digital

technology (Gentina, 2020; Agarwal & Vaghela, 2018). They prefer work environments that offer mentorship rather than authoritarian leadership and seek opportunities for continuous learning and professional development. Generation Z also values freedom, work-life balance, and optimism. However, they tend to switch jobs if the conditions do not align with their personal goals. Additionally, Generation Z places great importance on their values, which can lead them to refuse tasks that conflict with their principles (Knight, 2009; Agarwal & Vaghela, 2018).

Currently, most Generation Z individuals are still pursuing higher education, while some have already entered the workforce. Although they have yet to dominate the labor market, data from the Indonesian National Civil Service Agency (BKN, 2022) indicates that Generation Z accounted for 5% (211,993 employees) of the State Civil Apparatus (ASN) workforce, increasing to 6% (268,920 employees) in 2023. Differences in values, expectations, and attitudes between Generation Z and previous generations present both challenges and opportunities for organizations (Acheampong, 2019). The unique characteristics of Generation Z significantly impact workplace behavior. Twenge (2017) found that Generation Z prefers flexible work environments in terms of time and location. They also have high expectations for inclusive and supportive leadership and favor leaders who provide direct feedback and foster collaborative workplace relationships.

Generally, Generation Z refers to individuals born after 1995 (Pew Research Center, 2018). However, the values they uphold may influence their engagement in Organizational Citizenship Behavior (OCB)— a set of voluntary workplace behaviors that go beyond formal job responsibilities and are not explicitly rewarded (Harvey et al., 2018). In the ASN context, the tendency of Generation Z to be selective in task execution may result in lower participation in OCB, ultimately affecting organizational dynamics.

Interviews with ASN employees from the Regional Civil Service Agency of Province X revealed that Generation Z civil servants tend to exhibit individualistic behavior, often hesitating to assist colleagues unless formally required. While they are open in expressing their opinions, they sometimes overlook organizational norms. Some Generation Z ASN employees also demonstrate a low commitment to their organization, leading to minimal participation in institutional activities. When organizational rules are perceived as overly rigid, they prefer to work in their own way as a form of adaptation. Additionally, in less-than-ideal work environments, they are more vocal about expressing dissatisfaction with working conditions. This phenomenon highlights the challenges associated with OCB among Generation Z ASN employees.

OCB is a crucial indicator of organizational performance (Podsakoff & MacKenzie, 1997). According to Organ (1989), OCB plays a vital role in organizational sustainability by yielding positive impacts at various levels—individual, group, and organizational (Podsakoff et al., 2009a). At the individual level, OCB reduces turnover intentions and facilitates workplace socialization (Kumar et al., 2016). At the group level, OCB contributes to lower employee turnover within workgroups and enhances work efficiency (Scott et al., 2014). At the organizational level, OCB improves productivity, efficiency, operational costs, and profitability (Podsakoff et al., 2009b).

Study on OCB among Generation Z has yielded mixed results. A study by Fajar (2024) revealed that Generation Z needs to improve their altruism, manage time more effectively, and utilize workplace flexibility productively. Similarly, Fachry (2024) found that while Generation Z demonstrates initiative in

operational tasks, their level of workplace attachment remains low. They exhibit high enthusiasm for work but tend to give up easily when receiving criticism. Additionally, Generation Z often spends time on non-productive activities, such as using mobile phones. Contrastingly, a study by Safitri (2025) found that Altruism and Civic Virtue were dominant traits among Generation Z employees at PT. X, as they actively assisted colleagues without being asked and showed positive engagement in various company activities.

Other studies indicate that Generation Z desires greater autonomy, control, and flexibility in their work (Davis et al., 2023). However, the bureaucratic structure of government organizations often restricts this autonomy, potentially reducing their willingness to engage in behaviors like OCB (Johnson, 2023). Moreover, Generation Z highly values recognition for their achievements (Davis et al., 2023), but government organizations are generally slower in providing recognition, failing to meet their expectations and diminishing their motivation to participate in OCB (Martinez & Lee, 2023).

Additionally, Generation Z places great importance on fairness and transparency within organizations (Kumar et al., 2023). They are more likely to engage in OCB when they perceive that rewards and fair treatment are consistently applied within the organization (Singh & Verma, 2023). Furthermore, Generation Z is highly goal-oriented and focused on career development. They tend to participate in activities that directly contribute to their career growth (Nguyen et al., 2023). Consequently, if OCB does not align with their career objectives, their participation in such behaviors remains low (Smith et al., 2023).

In the context of government organizations, particularly among Generation Z State Civil Apparatus (ASN) employees, the relationship between transformational leadership and OCB has been a key focus of recent research. A study by Ardiansyah et al. (2024) found that transformational leadership and an adaptive organizational culture significantly influence the performance of Generation Z employees, with work discipline acting as a mediating variable. These findings emphasize that improving young employees' performance requires a leadership style that is more responsive to their need for autonomy and recognition.

Another study by Herminingsih and Rachmah (2022) revealed that transformational leadership, organizational culture, and work motivation collectively influence OCB. This underscores the crucial role of leaders in inspiring and encouraging employees to go beyond their core responsibilities, thereby fostering positive workplace behaviors. Meanwhile, research by Rohma and Rinaldi (2023) found that while organizational culture significantly affects OCB, transformational leadership and organizational commitment do not always have a direct impact on OCB in the public sector, particularly in educational institutions. These studies highlight that to enhance Generation Z's engagement in OCB, government organizations must adapt their leadership styles and reward systems to better align with the characteristics and needs of this generation.

Transformational Leadership and Organizational Citizenship Behavior (OCB) Among Generation Z Civil Servants (ASN)
One of the most influential external factors affecting employees' OCB in an organization is leadership. Humphrey (2012) defines leadership as a leader's ability to influence individual behavior in the workplace.

Effective leaders can inspire subordinates to engage in positive behaviors within the organization, including OCB (Khalili, 2017).

According to Sarwadhamana et al. (2021), among various leadership styles, transformational leadership is the most effective. This leadership style has consistently shown positive outcomes across multiple work-related factors, including job satisfaction (Ardiansyah et al., 2024; Rejekiyah et al., 2024; Gunawan & Bangun, 2024; Utami et al., 2023), employee performance (Marlius & Melaguci, 2024; Windiawan et al., 2024; Setyawan & Widjayanti, 2024), organizational commitment (Rarra et al., 2024; Aritonang & Hutauruk, 2024), and OCB (Febrika & Suhana, 2024; Wibowo & Suraman, 2024; Sofiah et al., 2022; Fatuhrahmah et al., 2023).

Regarding OCB, transformational leadership reflects a leader's ability to reshape values, needs, preferences, and aspirations, thereby motivating employees to exceed expectations or go beyond their formal job responsibilities (House & Aditya, 1997). This leadership style is considered successful when employees adopt the leader's values, goals, and aspirations, resulting in attitudinal and behavioral changes (Lee et al., 2018).

Previous research indicates that transformational leadership significantly influences employee behavior (Febrika et al., 2024; Wibowo & Suraman, 2024; Sofiah et al., 2022). Employees led by transformational leaders tend to exhibit higher levels of Organizational Citizenship Behavior (OCB). This can be attributed to an increase in intrinsic motivation and greater engagement with organizational goals. Consequently, transformational leadership fosters a work environment conducive to proactive and collaborative behaviors, ultimately contributing to organizational success.

Transformational Leadership and Job Satisfaction Among Generation Z Civil Servants (ASN)
Job satisfaction among employees under transformational leadership develops through a positive social exchange process between leaders and subordinates. Transformational leadership, which comprises four key dimensions—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—facilitates mutually beneficial interactions. In this dynamic, leaders provide support, motivation, and personal attention to employees, which in turn enhances their loyalty, job satisfaction, and performance (Blau, 1964).

Several studies highlight inspirational motivation as a crucial component of transformational leadership that significantly influences job satisfaction. Rafferty et al. (2004) found that when leaders convey an optimistic and enthusiastic vision, employee motivation increases, directly impacting their job satisfaction. In this context, job satisfaction is not solely determined by financial rewards or workload but also by employees' sense of appreciation and recognition as integral members of the organization.

Furthermore, transformational leadership fosters trust between leaders and employees. Leaders who serve as role models motivate employees to perform better and feel more satisfied with their jobs. When leaders articulate a clear and inspiring vision, employees derive greater meaning from their work, leading to higher emotional engagement and job satisfaction. Additionally, leaders who encourage creativity and innovation provide employees with positive challenges, creating an environment that supports professional growth, ultimately enhancing job satisfaction. Individualized consideration, which reflects leaders' attentiveness to employees' needs and well-being, plays a vital role in building a personal connection. The sense of appreciation that stems from this consideration strengthens employee job satisfaction (Podsakoff et al., 1990).

Thus, transformational leadership—centered on inspiration, motivation, and shared vision—plays a crucial role in fostering a supportive work environment (Bass, 1990). Employees who feel valued and empowered in achieving organizational goals tend to experience higher job satisfaction. Specifically, individualized consideration, where leaders address employees' personal needs, provides emotional support that contributes to greater job satisfaction (Bass & Avolio, 1994).

Job Satisfaction and OCB Among Generation Z Civil Servants (ASN)
A meta-analysis by Organ and Ryan (1995) demonstrated that job satisfaction serves as a mediator between various organizational factors—such as perceived fairness, organizational commitment, leadership style (Podsakoff et al., 2000), organizational justice, and perceived support—and Organizational Citizenship Behavior (OCB). In other words, these factors influence OCB indirectly by enhancing employees' job satisfaction.

Previous studies have shown that job satisfaction, derived from factors such as salary, promotion opportunities, supervision, relationships with colleagues, and the nature of the job, contributes to higher OCB engagement (Fitri et al., 2021; Lestari et al., 2024). Employees who feel comfortable in their jobs or encounter challenging tasks that foster their professional growth tend to experience greater job satisfaction. Job satisfaction reflects the extent to which individuals feel fulfilled in their work, which in turn serves as a key motivator for engaging in extra-role behaviors that benefit the organization (Locke, 1976).

According to Organ (1988), satisfied employees are more likely to exhibit OCB, including helping colleagues, supporting organizational goals, and taking initiative in problem-solving. Job satisfaction cultivates a positive emotional atmosphere, ultimately enhancing employees' intrinsic motivation to contribute beyond their formal job responsibilities. Empirical research by Ariyanto et al. (2022) supports this claim, demonstrating that employees who are satisfied with aspects such as recognition, supervisor relationships, and work environment are more likely to exhibit altruistic and cooperative behaviors—two essential elements of OCB.

The Interplay of Transformational Leadership, Job Satisfaction, and OCB Among Generation Z Civil Servants (ASN)
Transformational leadership plays a pivotal role in enhancing job satisfaction by providing inspiration, personal support, and a sense of involvement in organizational goals. For Generation Z civil servants (ASN), job satisfaction increases when leaders provide clear direction and support for individual needs (Bass, 1990; Twenge, 2017). Satisfied ASN employees are more likely to demonstrate OCB, such as helping colleagues and actively participating in organizational activities (Podsakoff et al., 2000).

Moreover, job satisfaction fosters emotional attachment to the organization, which ultimately encourages proactive workplace behaviors. Therefore, leaders who can enhance job satisfaction among Generation Z ASN employees have the potential to cultivate proactive behaviors and increase their contributions to organizational success.

Social Exchange Theory and the Leadership-OCB Relationship
The relationship between transformational leadership and OCB can be explained through Social Exchange Theory (SET). Transformational leaders not only provide a vision and inspiration but also build

relationships based on trust and recognition. When employees feel valued and appreciated by their leaders, they are more likely to reciprocate by engaging in extra-role behaviors, such as increased commitment, loyalty, and contributions to the organization. This aligns with the core principle of SET (Blau, 1964), which suggests that individuals tend to engage in mutually beneficial social exchanges over time.

Furthermore, transformational leadership is characterized by a leader's ability to inspire, motivate, and encourage employees to exceed expectations. Bass and Avolio (1994) emphasized that this leadership style enhances extra-role behaviors within organizations. Additionally, Podsakoff et al. (2000) highlighted that transformational leaders develop strong emotional connections with subordinates, fostering a sense of trust and loyalty that encourages employees to contribute beyond their formal job roles.

These findings underscore the pivotal role of transformational leadership in shaping OCB among Generation Z civil servants (ASN). Given their preference for autonomy, recognition, and meaningful work, government organizations must adopt leadership approaches that align with these values to enhance OCB and overall organizational effectiveness.

Knowledge Gap

This study presents a significant distinction from previous research examining the relationship between transformational leadership and Organizational Citizenship Behavior (OCB) in a general context. Prior studies, such as those conducted by Ardiansyah et al. (2024) and Herminingsih & Rachmah (2022), have broadly explored these factors. However, this study specifically focuses on Generation Z State Civil Apparatus (ASN). Generation Z exhibits unique work styles, motivations, and job expectations, including a strong preference for work-life balance and personal development. Consequently, the leadership approach that is effective for Generation Z may differ from that of previous generations, making it essential to understand how transformational leadership influences OCB within this specific demographic.

Additionally, this research introduces a new perspective by incorporating job satisfaction as a mediating variable to deepen the understanding of the influence of transformational leadership on OCB. Previous studies, such as Rohma & Rinaldi (2023), have examined the impact of organizational culture on OCB. However, this study further analyzes how local social and cultural values within Indonesian government institutions interact with transformational leadership and affect OCB among Generation Z ASN. By emphasizing Generation Z characteristics, government organizational dynamics, and a mediation model, this study offers a novel contribution to academic literature. To date, no research has specifically explored the relationship between transformational leadership, job satisfaction, and OCB among Generation Z ASN.

This study is grounded in Social Exchange Theory (SET), pioneered by Blau (1964) and Homans (1961). SET posits that OCB emerges through social relationships within organizations, based on reciprocal exchanges between individuals and their institutions. When employees perceive fair treatment and receive benefits from the organization—such as recognition, support, or a conducive work environment—they are more likely to reciprocate with positive behaviors, including OCB (Mighfar, 2015). Therefore, this research aims to investigate how transformational leadership influences the OCB of Generation Z ASN, with job satisfaction serving as a mediating variable.

Method

Population and Sample

The population in this study consists of Generation Z State Civil Apparatus (ASN) employees in Province X's government, totaling 1,401 employees. The sample was selected using purposive sampling based on the following criteria: ASN employees from Generation Z, born between 1995 and 2010 (Stillman, 2017). A minimum tenure of one year as an ASN employee. Based on these criteria, the final sample size for this study is 365 employees. The sample size determination follows the guidelines provided by Hair et al. (2014), which recommend that in Partial Least Squares-Structural Equation Modeling (PLS-SEM) analysis, the minimum required sample size should be at least 10 times the largest number of indicators in a single latent construct. Given the complexity of the research model, which involves multiple latent constructs with several indicators, a sample size of 365 employees is considered sufficient to obtain stable and accurate parameter estimations. Additionally, referring to Krejcie and Morgan's (1970) sample size determination table, a recommended sample size for a population of 1,400 is 320 respondents. Therefore, selecting 365 respondents not only meets established methodological standards but also ensures a better representation of the population, enhancing the reliability and generalizability of the study's findings.

Research Instruments

Organizational Citizenship Behavior (OCB) Scale.

This study employs the Organizational Citizenship Behavior (OCB) scale developed by Podsakoff et al. (1990). The use of this validated scale aims to ensure consistency and alignment with previous studies that utilized similar scales (MacKenzie et al., 1993; Podsakoff & MacKenzie, 1994; Bolino & Turnley, 2003; Podsakoff et al., 2000). This scale is based on Organ's (1988) concept and encompasses five key dimensions: Altruism, Courtesy, Sportsmanship, Civic Virtue, and Conscientiousness.

The OCB scale consists of 24 statement items with a reliability coefficient of 0.774. The discrimination test results indicate that the item-rest correlation values range from 0.256 to 0.632. This scale adopts a Likert model with a rating range from 1 (never) to 5 (always). A high OCB score among Generation Z civil servants (ASN) indicates a high level of OCB, whereas a low score reflects a lower level of OCB within this group. Examples of three items include: "I am willing to help colleagues who experience difficulties in completing their tasks," "I attend meetings or organizational activities even though they are not mandatory," and "I always strive to avoid actions that may disrupt my colleagues' work."

The outer model evaluation test results indicate loading factor values ranging from 0.728 to 0.889. This scale consists of 24 items, with 23 items deemed valid as they have a loading factor value of ≥ 0.7, while one item has a loading factor value ≤ 0.7. In the Organizational Citizenship Behavior (OCB) Scale, the Cronbach's Alpha value is 0.970, and the Composite Reliability value is 0.973, indicating that this instrument possesses excellent reliability and strong internal consistency.

Transformational Leadership Scale

To measure transformational leadership, this study employs the Multifactor Leadership Questionnaire (MLQ Scale) developed by Xirasagar et al. (2005). This scale is based on the theory of Bass and Avolio (1994) and comprises four main dimensions: Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration.

This scale adopts a Likert model with a rating range from 1 (never) to 5 (always). A high transformational leadership score indicates that Generation Z civil servants (ASN) experience a higher level of transformational leadership, whereas a low score signifies a lower level of transformational leadership. Examples of three items include: "My leader serves as a role model in behavior and work ethics," "My leader inspires me to view the organization's vision with optimism," and "My leader encourages me to think creatively and seek new solutions in my work."

The outer model evaluation test results indicate loading factor values ranging from 0.717 to 0.862. This scale consists of 20 items, all of which are deemed valid as they have a loading factor value of ≥ 0.7. The Transformational Leadership Scale has a Cronbach's Alpha value of 0.968 and a Composite Reliability value of 0.970, demonstrating that the scale used in this study is highly reliable for measuring transformational leadership.

Job Satisfaction Scale

This study utilizes the Job Satisfaction Scale (JSS) developed by Spector (1997) to measure job satisfaction. This scale includes nine key aspects: salary, promotion, supervision, fringe benefits, recognition, operational procedures, coworkers, the nature of work, and communication.

This scale follows a Likert model with a rating range from 1 (strongly disagree) to 5 (strongly agree). A high job satisfaction score indicates that Generation Z civil servants (ASN) experience a high level of job satisfaction, whereas a low score reflects a lower level of job satisfaction. Examples of three items include: "I am satisfied with the salary I receive relative to my workload," "I feel comfortable working with my colleagues in a team," and "I receive clear and transparent information regarding organizational policies from my supervisor."

The outer model evaluation test results indicate loading factor values ranging from 0.727 to 0.870. This scale consists of 36 items, with 35 items deemed valid as they have a loading factor value of ≥ 0.7, while one item has a loading factor value of ≤ 0.7. The Job Satisfaction Scale has the highest reliability, with a Cronbach's Alpha value of 0.984 and a Composite Reliability value of 0.985, indicating that this instrument possesses very strong and stable reliability.

Data Collection Procedure

The data collection process in this study involved measuring specific attributes or characteristics of respondents using Google Forms. The procedure began with obtaining research permission from relevant institutions. Once permission was granted, the distribution of Google Forms commenced to recruit subjects who met the study criteria. Participants provided their consent through an informed consent form before proceeding with the survey. The data collection period spanned from November 19, 2024, to November 29, 2024, resulting in responses from 365 Generation Z civil servants (ASN) working in the Provincial Government of X.

To mitigate potential bias in survey responses, several control mechanisms were implemented. First, the order of questions in the questionnaire was randomized to reduce response bias or answer patterns influenced by question arrangement. Second, reverse-coded items were included to identify inconsistent responses from participants (Podsakoff et al., 2003). Additionally, respondents were instructed to carefully read each question to ensure their answers accurately reflected their perspectives.

Before conducting the main survey, a pilot study was carried out to assess the validity and reliability of the research instrument. The pilot study involved 50 respondents with characteristics similar to the main sample, ensuring that the questionnaire was comprehensible and did not lead to ambiguity in interpretation. The results of the pilot study were used to refine the instrument if any items were found to be unclear or invalid. Once the instrument met validity and reliability criteria, the main survey was conducted.

Data analysis
Upon completion of data collection, the data were tabulated, scored, and subsequently analyzed using the Partial Least Square-Structural Equation Modeling (PLS-SEM) method. According to Hair et al. (2014), the appropriate sample size for PLS-SEM analysis depends on the number of indicators used in the model and the complexity of the structural model. A commonly recommended rule of thumb is a minimum sample size of 10 times the number of the weakest indicator in the model or at least 100 respondents as a lower threshold. Additionally, sample diversity and data distribution must be considered when determining the ideal sample size. In the context of this study, PLS-SEM was employed to analyze the relationships between transformational leadership, organizational citizenship behavior (OCB), and job satisfaction as a mediating variable.

Result
Subject Description Analysis
The subjects in this study are Generation Z civil servants (ASN) employed by the Provincial Government of X, born between 1995 and 2000, with a minimum of one year of work experience. The characteristics examined in this study include gender, birth period, and length of employment. Table 1 presents the detailed characteristics of the study participants.

Table 1
Results of Subject Descriptive Analysis

Demographic	Description	Count	Percentage
1. Gender	Male	143	39,2%
	Female	222	60,8%
2. Birth period	Early Generation Z (1995-2000)	310	84,9%
	Mid Generation Z (2001-2002)	55	15,1%
3. Lenght of employment	1-2 Years	80	21,9%
	3-5 Years	203	55,6%
	>5 Years	82	22,5%

Based on Table 1, out of the 365 respondents in this study, 143 individuals (39.2%) were male, while 222 individuals (60.8%) were female. The majority of respondents belonged to the early Generation Z cohort (born between 1995 and 2000), comprising 310 individuals (84.9%), whereas 55 respondents (15.1%) were from the mid Generation Z cohort (born between 2001 and 2002). Regarding length of employment, 80 respondents (21.9%) had 1-2 years of work experience, 203 respondents (55.6%) had 3-5 years of experience, and 82 respondents (22.5%) had more than 5 years of experience.

Direct Effect Hypothesis Testing
In this study, hypothesis testing was conducted to examine the direct effects between variables.

Table 4
Results of Direct Effect Hypothesis Testing

Hypothesis	Path	β	t-value	p-value
H1	Transformational Leadership → OCB	0.167	2.136	0.033
H2	Transformational Leadership → Job Satisfaction	0.673	9.104	0.000
H3	Job Satisfaction → OCB	0.732	10.432	0.000

Direct Hypothesis Testing Results
Hypothesis 1. The test results indicate that Transformational Leadership has a positive effect on the OCB of Generation Z civil servants (ASN), although the effect size is relatively small (β = 0.167). The calculated t-value (2.136) exceeds the critical t-value (±1.96 at a 5% significance level), thereby confirming the acceptance of the hypothesis. In addition, the p-value (0.033 < 0.05) demonstrates statistical significance. These findings suggest that Transformational Leadership can encourage OCB among Generation Z ASN, yet it may not serve as the main factor driving OCB.

Hypothesis 2. The test results show that Transformational Leadership has a strong and significant influence on the Job Satisfaction of Generation Z ASN (β = 0.673). The calculated t-value (9.104) greatly exceeds the critical t-value, indicating a robust and convincing relationship. Furthermore, the p-value (0.000 < 0.01) affirms the significance of this relationship. These findings highlight the crucial role of leaders who inspire, motivate, and show concern for individual employee needs in enhancing employees' job satisfaction.

Hypothesis 3. The test results reveal that Job Satisfaction has a strong and significant influence on the OCB of Generation Z ASN (β = 0.732). The calculated t-value (10.432) is substantially higher than the critical t-value, indicating a strong relationship, while the p-value (0.000 < 0.01) confirms its significance. These findings imply that employees who are satisfied with their jobs are more inclined to perform additional tasks beyond their primary responsibilities, such as assisting coworkers or voluntarily supporting organizational goals.

Indirect Effect Hypothesis Testing
The indirect effect hypothesis testing aims to examine whether a mediation or moderation effect exists between the independent and dependent variables through an intermediary variable (mediation or moderation). The results of the indirect effect hypothesis testing are presented in Table 5.

Table 5
Results of Indirect Effect Hypothesis Testing

Variable	Path Coefficient	t-value	p-value
Transformational Leadership → OCB via Job Satisfaction	0.493	6.173	0.000

The test results for Hypothesis 4, which examines the indirect effect of Transformational Leadership on OCB among Generation Z civil servants (ASN) through Job Satisfaction, indicate that Transformational Leadership has a significant direct impact on OCB (β = 0.493), with a t-statistic of 6.173 and a p-value of 0.000. However, the indirect effect through Job Satisfaction is greater (β = 0.493), confirming the mediating role of Job Satisfaction in the relationship between Transformational Leadership and OCB. These findings suggest that Job Satisfaction serves as a mediator, strengthening the impact of Transformational Leadership on OCB. In other words, employees who experience higher Job Satisfaction due to Transformational Leadership are more likely to exhibit organizational citizenship behaviors.
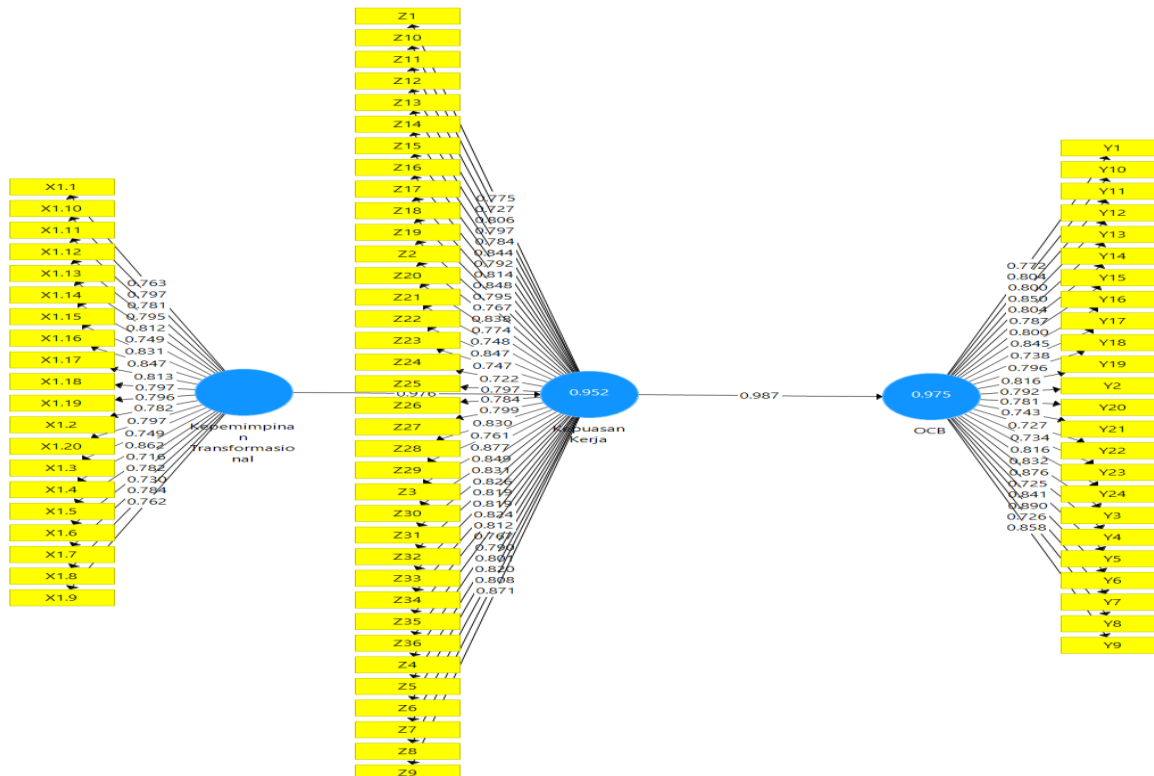

Figure 1
OCB of Generation Z Civil Servants (ASN) Influenced by Transformational Leadership with Job Satisfaction as a Mediator.

The structural equation modelling (SEM) path diagram in figure 1 illustrates the relationship between transformational leadership, job satisfaction, and OCB among generation Z civil servants. The model consists of three latent variables: transformational leadership (left), job satisfaction (center as a mediator), and OCB (right as the dependent variable), each measured by multiple observed indicators (yellow rectangles). The path coefficients indicate that transformational leadership has a strong positive effect on job satisfaction (0.952) and that Job Satisfaction, in turn, significantly influences OCB (0.987), suggesting that job satisfaction mediates the relationship between transformational leadership and OCB. This implies that employees who experience transformational leadership—where leaders provide individualized support, motivation, and inspiration—tend to have higher job satisfaction, which subsequently enhances their engagement in extra-role behaviors that contribute to organizational success. The high factor loadings of the observed variables further validate the model, reinforcing that leadership style plays a critical role in shaping job satisfaction and fostering OCB among Generation Z ASN.

Discussion

The objective of this study is to examine the role of job satisfaction as a mediator in the relationship between transformational leadership and organizational citizenship behavior (OCB). The findings indicate that while transformational leadership has a positive and significant effect on OCB among Generation Z civil servants (ASN), it is not the primary factor in enhancing OCB.

According to Podsakoff et al. (2000), transformational leaders establish strong emotional bonds with subordinates, fostering trust and loyalty, which encourage individuals to contribute beyond their formal roles. In this study, the highest mean score for transformational leadership among Generation Z ASN was observed in the *individual consideration* dimension, highlighting its crucial role in promoting OCB. Leaders who provide individualized attention can create a work environment that fosters active participation, improves performance, and strengthens the relationship between ASN and the organization. This, in turn, leads to the development of *civic virtue*, reflecting ASN's commitment to the organization. In the long term, such leadership can enhance the quality of public service delivered by Generation Z ASN.

Although transformational leadership has a significant impact, other factors, such as organizational culture and government policies, also influence OCB levels. An organizational culture that promotes collaboration, innovation, and openness can amplify the effects of transformational leadership on OCB (Kouzes & Posner, 2019). Conversely, a hierarchical or bureaucratic culture may stifle individual initiative, limiting opportunities for OCB expression. Additionally, government policies that support employee well-being and reward performance can further motivate ASN to contribute more to their organization (Judge & Piccolo, 2004). Therefore, while transformational leadership plays a critical role, organizational culture and government policies also significantly contribute to fostering an environment conducive to OCB.

This study also finds that transformational leadership has a positive and significant impact on job satisfaction among Generation Z ASN. Judge and Piccolo (2004) suggest that transformational leaders inspire employees to perceive their work as meaningful and aligned with their personal values. This enhances job satisfaction as employees feel valued and empowered in achieving organizational goals.

Thus, transformational leadership significantly contributes to job satisfaction among Generation Z ASN by emphasizing empowerment, motivation, and individualized attention.

The individualized consideration dimension is particularly relevant, as Generation Z ASN expects leaders to be attentive to their needs and aspirations. Transformational leaders also foster a sense of belonging to the organization, further enhancing job satisfaction among Generation Z ASN. In the context of civil service work, the impact of transformational leadership on job satisfaction has significant implications for employee productivity and performance. Generation Z ASN, who highly value a work environment that supports personal growth and emotional well-being, are more motivated to perform optimally under leaders who provide individualized attention and consideration.

Job satisfaction has a positive and significant impact on the organizational citizenship behavior (OCB) of Generation Z civil servants (ASN). In the context of Generation Z ASN, job satisfaction derived from a supportive, flexible, and fair work environment can motivate employees to contribute more to their organization. This generation is more likely to exhibit OCB when they perceive that the organization appropriately recognizes their efforts, both formally and informally (Kouzes & Posner, 2019).

Job satisfaction plays a crucial role in fostering OCB among Generation Z ASN. When employees are satisfied with various aspects of their job, including work procedures, environment, and relationships with colleagues, they are more motivated to engage in behaviors that support organizational success. High job satisfaction has a significant impact on increasing OCB in the civil service sector. Generation Z ASN, who value workplace flexibility, fairness in organizational policies, and recognition of their contributions, tend to demonstrate greater loyalty and commitment when they feel satisfied with their work (Kouzes & Posner, 2019).

This study also finds that transformational leadership has a positive and significant influence on OCB among Generation Z ASN through job satisfaction as a mediator. Transformational leadership enhances job satisfaction by providing inspiration, personalized attention, and a sense of involvement in organizational goals. Generation Z ASN feel more satisfied when leaders offer clear guidance and support for individual needs (Bass, 1990; Twenge, 2017). Employees who experience high job satisfaction are more likely to engage in OCB, such as assisting colleagues and actively participating in organizational activities (Podsakoff et al., 2000).

Job satisfaction fosters an emotional sense of responsibility toward the organization, which serves as a foundation for proactive behavior. Leaders who enhance job satisfaction among Generation Z ASN can encourage them to take initiative and contribute more to the organization. This aligns with previous research by Zhang et al. (2014), Rahman (2013), and Walumbwa et al. (2008), which suggests that transformational leadership enhances employees' perception of work meaning and emotional well-being, thereby facilitating OCB.

Thus, the influence of transformational leadership on OCB occurs not only directly but also through increased job satisfaction. Employees who are satisfied with their jobs are more enthusiastic about their tasks, demonstrate higher initiative, and are willing to go beyond formal job requirements for the advancement of the organization (Walumbwa et al., 2008). Therefore, government institutions should develop more adaptive and responsive leadership policies that cater to the needs of Generation Z ASN.

Emphasizing aspects such as empowerment, effective communication, and a collaborative work culture can enhance organizational performance and overall effectiveness.

Several factors may contribute to differences between this study and previous research. Each study may examine different dimensions or aspects of transformational leadership. Some studies focus more on dimensions such as *inspirational motivation*, which may lead to varying findings. Differences in results may also arise due to variations in sample characteristics. This study specifically focuses on Generation Z civil servants (ASN), whereas other studies may examine a more heterogeneous population or different generational cohorts. Additionally, organizational and cultural contexts may mediate the influence of transformational leadership on OCB, further contributing to differences in findings.

Limitations of the Study
Despite its contributions, this study has several limitations that should be acknowledged. First, the findings may have limited generalizability as the study focuses exclusively on Generation Z civil servants (*ASN*) within a specific regional government (*Organisasi Perangkat Daerah* or OPD). The results may not fully apply to other generations, different organizational structures, or civil servants in other regions with varying policies and work environments. Future research should consider expanding the sample across multiple governmental institutions and geographic areas to enhance generalizability.

Second, this study employs a cross-sectional design, which restricts its ability to establish causal relationships between transformational leadership, job satisfaction, and OCB. A longitudinal study in future research could provide deeper insights into how these relationships evolve over time. Additionally, the study relies on self-reported survey data, which may introduce biases such as social desirability bias or subjective perceptions that may not fully reflect actual workplace behaviors. Future studies could incorporate multi-source data collection methods, including supervisor or peer evaluations, to enhance the objectivity and reliability of the findings.

Moreover, while this study emphasizes the role of transformational leadership and job satisfaction in influencing OCB, it does not explicitly examine other external factors such as organizational culture, work-life balance, or government policies, which may also play a crucial role in shaping employee behavior. Future research should explore these additional factors to provide a more comprehensive understanding of the determinants of OCB in the public sector. Furthermore, the study assumes a consistent application of transformational leadership across all sampled organizations. However, variations in leadership style implementation may exist due to differences in managerial experience, institutional culture, or leadership training. Future studies should investigate how these variations impact the effectiveness of transformational leadership in fostering job satisfaction and OCB. By acknowledging these limitations, future research can refine and extend the current findings, offering a more holistic understanding of the factors influencing OCB among civil servants.

Conclusion
This study demonstrates that transformational leadership has a positive influence on the OCB of Generation Z ASN, both directly and through job satisfaction as a mediator. Therefore, regional government organizations (*Organisasi Perangkat Daerah* or OPD) should prioritize the implementation of transformational leadership by providing leadership training programs. These programs should focus on

enhancing leaders' ability to inspire, motivate, and build trust, thereby fostering strong relationships with subordinates.

Moreover, it is crucial for OPD to enhance employee job satisfaction by recognizing and rewarding their achievements. Initiatives such as the "Best Employee of the Month" award can boost job satisfaction and strengthen organizational commitment.

Future research should expand the sample by involving a broader range of organizations or geographic regions to gain a more comprehensive understanding of the impact of transformational leadership on OCB among civil servants. Additionally, future studies should explore other factors that may influence OCB, such as organizational culture, social support, or alternative leadership styles, to enrich the understanding of key contributors to OCB in the public sector.

Conflict of Interest
The researchers declare that this paper has no conflicts of interest.

Author Contribution
All authors have contributed equally to the study's conceptualization, data interpretation, reviewing, and editing of the manuscript.

Data Availability
Data can be provided upon request to the authors.

Ethical Statement
The study adhered to the guidelines of the Psychology Code of Ethics.

Informed Consent Statement
Informed consent was obtained from all individuals involved in the study.

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