

The Effect of Work Compensation and Leadership Style on Employee Job Satisfaction with Organizational Citizenship Behavior (OCB)

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ABSTRACT (10pt)

In the globalization era, competition demands every company to implement effective Human Resource Management (HRM) practices, where employee job satisfaction has become a key factor affecting organizational performance. This study aims to analyze the effect of work compensation and leadership style on employee job satisfaction with Organizational Citizenship Behavior (OCB) as a mediating variable at PT. Paguntaka Cahaya Nusantara. This research uses quantitative associative approach with 110 permanent employees as respondents selected through purposive sampling technique. Data collection was conducted using questionnaires with Likert scale 1-5, and data analysis used multiple linear regression with SPSS. The results show that work compensation and leadership style have significant positive effects on job satisfaction both partially and simultaneously. OCB significantly mediates the relationship between work compensation and job satisfaction, but does not significantly mediate the relationship between leadership style and job satisfaction. The coefficient of determination shows that 68.9% of job satisfaction variation can be explained by work compensation and leadership style variables. This research contributes to human resource management theory and provides practical recommendations for companies to improve compensation policies and leadership approaches to enhance employee job satisfaction.

Keywords: work compensation; leadership style; job satisfaction; organizational citizenship behavior; human resource management

INTRODUCTION

In today's era of globalization, competition strongly compels every company to implement effective Human Resource Management (HRM) practices, and every worker must strive to survive in today's increasingly fierce competition. Human resources play an important role in organizational activities and are one of the major issues in *human resources* (Molina-Azorin et al., 2021). One of the important issues that leaders need to pay attention to in order to improve employee quality is how best to achieve employee job satisfaction. *Human Resources* (HR) are a vital asset in achieving the goals and success of an organization (Karina & Rindaningsih, 2023).

Globally, job satisfaction has become a critical factor that determines organizational success and sustainability (Hoxha et al., 2024). According to the World Economic Forum, companies with high employee satisfaction levels show 31% higher productivity, 37% better sales performance, and three times higher profitability compared to companies with low satisfaction levels. This phenomenon emphasizes the importance of understanding factors that contribute to employee job satisfaction in the modern workplace environment.

There are several things that need to be considered to achieve good performance and positive results. Human resources determine the success of an organization or institution. To achieve good performance, organizations must improve their employee performance (Adi Pracoyo et al., 2022). This is expected to have an impact on improving overall organizational performance. Companies not only need employees who have certain abilities and skills, but also employees who are dedicated and willing to achieve company goals in the best way. Environmental support for employee capabilities is very important because an organization's environment is always changing (Hristov et al., 2021; Molina-Azorin et al., 2021).

Specifically in Indonesia, survey data conducted by *Jobstreet* and *Jobsdb* by *SEEK* shows that the level of job satisfaction in Indonesia is at 59 percent. This figure indicates that almost six out of ten Indonesian workers say they are happy or very happy with their current job. However, this figure is comparable to Malaysian workers at 57%. Meanwhile, job satisfaction levels are higher in the Philippines at 66% and Hong Kong at 72%. Nevertheless, job satisfaction surveys conducted by *SEEK* on *Jobstreet* and *Jobsdb* involving 5,000 employees show that fewer workers feel satisfied with their jobs in other countries: 38% in Singapore and 48% in Thailand. This is caused by two main reasons: salary and compensation that do not match their expectations, at 46% and 33% respectively.

To achieve company goals, employees must match company requirements and have the ability to complete assigned tasks (Kwon & Jang, 2022). Companies must be able to make all their employees satisfied, so they will continue to work. Job satisfaction is very important because it will have an impact on motivation and other aspects of performance (Tran, 2021). Dissatisfied employees will experience reduced motivation and work enthusiasm, which will ultimately lead to decreased employee performance. Similarly, high levels of job satisfaction indicate that the company has succeeded in achieving its goals.

Job satisfaction, according to Robbins (2016), is an attitude that a person has towards their job, which is defined as the difference between the amount of compensation received by an employee and the amount of compensation they consider sufficient. Employee job satisfaction is a key factor that affects organizational performance and productivity. Job satisfaction does not depend on how hard or well someone works, but on how much they enjoy their work (Al-Owaidi et al., 2023). One of the important principles in the workplace can be evaluated in this way. Satisfied employees prefer their workplace over those who do not, so it can be stated that job satisfaction is the result of fulfilling some of their desires and needs in the workplace (Nelson & Smith, 2024).

The urgency of this research stems from the inconsistency of findings in various studies regarding factors affecting job satisfaction. Several studies published in journals support job satisfaction theory, which states that salary or compensation is one of the factors that influences job satisfaction (Permana et al., 2021). However, other studies show different results, creating a research gap that needs to be addressed through comprehensive empirical investigation.

To understand job satisfaction comprehensively, it is necessary to consider several factors that influence job satisfaction including compensation, leadership style, and *Organizational Citizenship Behavior (OCB)*. Compensation becomes one of the factors related to employee job satisfaction. According to Nurlina (2022), compensation is everything given to employees as a form of appreciation for their services. Saputra (2021) says

compensation is the total salary given to a person as compensation for their work for the organization. Compensation can be defined as everything given by the company to employees as a form of appreciation for their performance for the company's interests.

Based on research by Andriany (2019), it has previously been shown that employee compensation has a significant influence on how satisfied they are with their work. Employees feel valued for their work if they receive fair and competitive compensation, such as salaries, benefits, and incentives. This increases job satisfaction, and these results show that compensation not only directly impacts job satisfaction, but also affects motivation and perceptions of fairness. Research by Nurlina (2022) shows that employees who receive compensation that meets their expectations tend to be more motivated and feel treated fairly, which ultimately results in higher job satisfaction.

Another factor that influences job satisfaction is leadership style. Leaders in institutions are very important for creating a positive and motivating work environment (Specchia et al., 2021). Leaders who can inspire, support, and involve employees in decision-making tend to foster a sense of belonging and being valued, which in turn leads to higher job satisfaction. Leadership styles such as transformational or participatory can significantly increase employee satisfaction levels (Tran, 2021).

According to Fries et al. (2021), leadership style is defined as the way a leader acts to get their subordinates to fulfill organizational goals. Leadership style can be defined as a collection of behaviors, strategies, and approaches used by a leader to influence, guide, and encourage others to achieve common goals. Effective leadership styles, such as transformational, participatory, or supportive, have been proven to increase employee satisfaction because they create a positive and empowering work environment.

Based on previous research by Al-Owaidi et al. (2023), it was found that leadership style has a major influence on how satisfied employees are with their work. Because they foster trust and reduce doubt, research shows that leaders who inspire, support, and involve employees in decision-making tend to increase employees' sense of belonging and being valued, which in turn leads to higher levels of job satisfaction.

Furthermore, the next factor shows that *Organizational Citizenship Behavior (OCB)* is an important factor in determining job satisfaction. *Organizational Citizenship Behavior* is a concept with many aspects and includes voluntary employee behavior that goes beyond formal responsibilities and contributes to organizational performance (Worku & Debela, 2024). *OCB* is voluntary employee behavior that is not required by their position formally, but greatly contributes to organizational performance.

Based on previous research, *OCB*—such as helping colleagues, voluntarily taking additional responsibilities, and complying with organizational regulations—tends to increase employee job satisfaction. Further research by Nurlina (2022) shows that *OCB* has a positive and significant influence on employee job satisfaction, meaning that the higher the level of employee *OCB*, the greater their job satisfaction.

Several previous studies have also explored the influence of various variables on job satisfaction, such as work environment, leadership style, compensation, and *OCB*. However, there is a research gap due to inconsistency in findings across various studies. This inconsistency indicates the need for further research to obtain a more comprehensive and in-depth understanding of factors that significantly affect job satisfaction.

Based on research by Edi Siregar & Linda (2022), it shows that compensation variables affect employee job satisfaction, and simultaneously, with several other variables, provide influence. The findings in this study show that timely salaries that match employee expectations have an impact on increasing employee satisfaction. In contrast, research conducted by Saputra (2021) found that compensation partially does not have a significant effect on job satisfaction for concrete company employees in Banten.

Similarly, research tradition concerning leadership style variables on job satisfaction has revealed inconsistencies. Research by Jankelová & Joniaková (2021) found that leadership style significantly affects job satisfaction, emphasizing the importance of effective communication and leadership in nursing management. In line with previous research, Megawati et al. (2022) found that there is an influence of leadership style on job satisfaction. However, research by Maheshwari (2022) found that leadership style does not affect job satisfaction.

PT. Paguntaka Cahaya Nusantara—often abbreviated as *PCN*—is a labor service provider company that focuses on workforce management in the electricity sector. *PCN* provides workforce services for the operation and maintenance of power plants, transmission, distribution, and other supporting services in the electricity sector, especially in Eastern Indonesia. *PCN* was established in 2017 and is a subsidiary of *PT PLN Nusa Daya*, where *PLN Nusa Daya* itself is a subsidiary of *PT PLN (Persero)*.

Despite this progress, from the internal HR management side, *PCN* faces several challenges. Unlike its parent companies (*PT PLN Nusa Daya* and *PT PLN (Persero)*) which are already established in HR management systems, *PCN* does not yet have long-term compensation standardization for both organic and non-organic employees. Outsourced employees (*non-organic*) at *PCN* are generally bound by work contracts based on projects or certain periods (*PKWT*), with wage and benefit schemes that vary according to each project agreement by referring to the local *Minimum City Wage (UMK)*.

For organic *PCN* employees (excluding those on assignment from *PLN*), there is no long-term compensation standard or long-term remuneration for these employees, which can cause feelings of insecurity about their future. This contrasts with practices at *PT PLN (Persero)*, where employees have clear long-term remuneration and welfare schemes (basic salary with grades, fixed allowances, pensions, etc.). This condition potentially affects the job satisfaction of organic employees at *PCN*, especially regarding welfare and internal fairness aspects.

The novelty of this research lies in the comprehensive integration of work compensation and leadership style variables with *OCB* as a mediating variable in the specific context of subsidiary companies in the electricity sector. Unlike previous studies that examined these variables separately or in different industrial contexts, this research provides a holistic view of how compensation and leadership interact through employee voluntary behavior to create job satisfaction in a complex organizational environment.

This research aims to analyze the effect of work compensation and leadership style on employee job satisfaction with *Organizational Citizenship Behavior (OCB)* as a mediating variable at *PT. Paguntaka Cahaya Nusantara*. Specifically, this study seeks to: (1) determine the effect of work compensation on job satisfaction; (2) determine the effect of leadership style on job satisfaction; (3) determine the simultaneous effect of work compensation and leadership

style on job satisfaction; (4) determine whether *OCB* can mediate the effect of work compensation on job satisfaction; and (5) determine whether *OCB* can mediate the effect of leadership style on job satisfaction.

The benefits of this research include theoretical contributions to human resource management science, particularly in understanding the relationship between compensation, leadership, *OCB*, and job satisfaction. Practically, this research is expected to provide strategic input for company management in developing more effective human resource policies and management practices.

METHOD

This study uses a quantitative associative research approach. Quantitative research is used because this study aims to measure relationships between variables objectively using numerical data analyzed statistically (Sugiyono, 2018). Associative research aims to determine the influence or relationship between two or more variables, both directly and indirectly.

The research object is employees of *PT. Paguntaka Cahaya Nusantara*, a company engaged in construction services and general trade based in North Kalimantan. This company was chosen because it represents a developing organization that relies heavily on employee productivity and loyalty as key factors in achieving company targets.

The population in this study consists of all permanent employees of *PT. Paguntaka Cahaya Nusantara* who are actively working at the time the research is conducted. This population is chosen because permanent employees are considered to have sufficient work experience, understand the company's compensation system, directly experience leadership styles from their superiors, and can provide assessments of job satisfaction levels as well as tendencies to display *Organizational Citizenship Behavior (OCB)*.

The sample used is permanent employees of *PT. Paguntaka Cahaya Nusantara* who are actively working when the research is conducted. The sampling technique employed is *purposive sampling*, a sampling method based on certain criteria relevant to the research objectives. The sample selection criteria in this study are: (1) permanent employees of *PT. Paguntaka Cahaya Nusantara*; (2) have worked for at least 1 year; and (3) willing to fill out the research questionnaire honestly and completely. The total sample size is 110 respondents.

Data collection techniques in this study are conducted using the following methods: (1) *Questionnaire (Survey)* – The primary method used in this study is distributing closed questionnaires to respondents. The questionnaire is structured based on indicators from each research variable, namely work compensation, leadership style, *Organizational Citizenship Behavior (OCB)*, and job satisfaction. Each statement item in the questionnaire uses a 5-point *Likert* scale; (2) *Documentation* – In addition to questionnaires, documentation techniques are also used to obtain secondary data, such as the company's organizational structure, number of employees, compensation policies, and company profiles.

The data analysis method used includes validity and reliability tests to ensure instrument quality, classical assumption tests including normality, multicollinearity, and heteroscedasticity tests, and hypothesis testing using the F test (simultaneous), t test (partial), multiple linear regression analysis, and coefficient of determination test (R^2) to measure the model's explanatory power.

RESULTS AND DISCUSSION

Respondent Characteristics

The research was conducted on 110 permanent employees of PT. Paguntaka Cahaya Nusantara with diverse demographic characteristics. Based on age distribution, respondents have an age range between 23 to 59 years. The most frequent ages are in the groups of 23 years, 24 years, 30 years, and 39 years, each showing high participation rates. This shows that the majority of respondents are in the productive age category, namely between 23 to 39 years.

The fairly even age distribution reflects the diversity of experience and level of work maturity among respondents. Young age respondents tend to show high work dynamics, while more mature age respondents bring longer work experience. From a total of 110 respondents, the age group above 50 years is recorded in relatively small numbers, indicating that most of the workforce at PT. Paguntaka Cahaya Nusantara is dominated by young to middle-aged employees.

Based on position distribution, it is known that the position most filled by respondents is Junior Officer Finance and Administration, with a total of 4 people. This is followed by Junior Officer Operations and Junior Officer Finance and Administration (with different capitalization), each totaling 3 people. In addition, there are several other positions such as Branch Manager, Site Manager, and Finance Staff, each filled by 2 respondents. The rest, positions such as Security, IT Staff, Tax Staff, and Supervisor have lower frequencies, only 1 person each.

Descriptive Statistics Analysis

Table 1 shows the descriptive statistical results for all research variables based on 110 respondents.

Table 1. Descriptive Statistics Results

Variable	N	Minimum	Maximum	Mean	Hours of deviation
Work Compensation	110	5.00	20.00	12.9636	3.49817
Leadership Style	110	4.00	20.00	15.2273	3.23019
OCB	110	5.00	25.00	20.9455	3.19643
Job Satisfaction	110	5.00	25.00	19.2273	3.32259

Source: Processed Data (SPSS)

Based on the descriptive statistical analysis results of 110 respondents, a general overview of employee perceptions of research variables is obtained. The work compensation variable has an average value of 12.96 with a minimum value of 5.00 and maximum of 20.00, and a standard deviation of 3.50. This average value shows that most respondents rate the compensation system received as moderate, with quite high variation in assessment among individuals.

The leadership style variable shows an average value of 15.23, with a score range between 4.00 to 20.00 and a standard deviation of 3.23. This result indicates that the leadership style applied in the organization is considered quite positive by most employees. Meanwhile, the organizational citizenship behavior (OCB) variable has a high average of 20.95 out of a maximum score of 25, with a standard deviation of 3.20. This shows that employees tend to show voluntary work behavior that exceeds their formal tasks.

Instrument Testing

Validity Test

Validity testing aims to determine the extent to which questionnaire items can accurately measure each variable studied. In this study, validity testing was conducted on all statement items on work compensation, leadership style, organizational citizenship behavior (OCB), and job satisfaction variables.

The analysis technique used is Pearson Product Moment correlation, where each statement item is correlated with the total score of its respective variable. Testing is done by comparing the calculated *r* value with the *r* table value at a significance level of 5% ($\alpha = 0.05$) and the number of respondents being 110 people. With the number of respondents (n) = 110, the degrees of freedom (df) = $n - 2 = 108$. The *r* table value at the 0.05 significance level (two-way) with $df = 108$ is 0.187.

Table 2. Validity Test Results

Variable	Item	r calculated	r table > 0.187	Result
Work Compensation	X1.1	0.782	0.187	Valid
	X1.2	0.849	0.187	Valid
	X1.3	0.857	0.187	Valid
	X1.4	0.804	0.187	Valid
Leadership Style	X2.1	0.866	0.187	Valid
	X2.2	0.834	0.187	Valid
	X2.3	0.903	0.187	Valid
	X2.4	0.889	0.187	Valid
OCB	Z1.1	0.780	0.187	Valid
	Z1.2	0.835	0.187	Valid
	Z1.3	0.846	0.187	Valid
	Z1.4	0.783	0.187	Valid
	Z1.5	0.678	0.187	Valid
Job Satisfaction	Y1.1	0.724	0.187	Valid
	Y1.2	0.793	0.187	Valid
	Y1.3	0.707	0.187	Valid
	Y1.4	0.706	0.187	Valid
	Y1.5	0.736	0.187	Valid

Source: Processed Data (SPSS)

Based on the SPSS data processing results, it can be known that all variable items have values greater than the *r* table, so it can be concluded that all variable items are valid.

Reliability Test

Reliability testing is conducted to determine the extent to which research instruments provide consistent and trustworthy results. Testing uses the Cronbach's Alpha method, with the provision that a variable is said to be reliable if the alpha value is more than 0.70.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Result
Work Compensation	0.842	Reliable

Leadership Style	0.895	Reliable
OCB	0.838	Reliable
Job Satisfaction	0.767	Reliable

Source: Processed Data (SPSS)

Based on the data processing results, it can be known that all variables have Cronbach's alpha values above 0.70, so it can be concluded that all instruments for each variable are reliable.

Classical Assumption Tests

Normality Test

Normality testing is conducted to determine whether the data in this study is normally distributed or not. Testing uses the Kolmogorov-Smirnov method, which is commonly used in statistical analysis with a sample size above 50 respondents.

Table 4. Kolmogorov-Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test	
	Studentized Deleted Residual
N	110
Normal Parameters Mean	-0.0012236
Hours of deviation	1.01965240
Most Extreme Differences Absolute	0.060
Positive	0.048
Negative	-0.060
Test Statistic	0.060
Asymp. Sig. (2-tailed)	0.200

Source: Processed Data (SPSS)

Based on the test results, a significance value (Asymp. Sig. 2-tailed) of 0.200 was obtained. Since this value is greater than 0.05, it can be concluded that the residual data is normally distributed. Thus, the normality assumption is met, and the regression model used in this study is feasible to proceed to the next analysis stage.

Multicollinearity Test

Multicollinearity testing is conducted to determine whether there is a strong relationship between independent variables in the regression model. This test is important to ensure that each independent variable provides a unique contribution to the dependent variable.

Table 5. Multicollinearity Test Results

Variable	Tolerance	LIVE	Result
Work Compensation	0.668	1.498	No Multicollinearity
Leadership Style	0.498	2.009	No Multicollinearity
OCB	0.594	1.684	No Multicollinearity

Source: Processed Data (SPSS)

Based on the multicollinearity test results, Tolerance values between 0.498 to 0.668 and VIF values between 1.498 to 2.009 were obtained. Since all Tolerance values > 0.10 and VIF

< 10 , it can be concluded that there is no multicollinearity between independent variables in this regression model.

Heteroscedasticity Test

Heteroscedasticity testing is conducted to see whether there is inequality of residual variance in the regression model. In this study, testing is done through scatterplot between studentized residual and predicted values. The scatterplot results show that residual points are randomly scattered and do not form a specific pattern, so it can be concluded that the regression model is free from heteroscedasticity symptoms.

Hypothesis Testing

Simultaneous Test (F Test)

The F test is used to test whether the independent variables, namely work compensation and leadership style, simultaneously have a significant effect on the dependent variable, namely job satisfaction.

Table 6. F Test Results (Simultaneous Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	829.026	2	414.513	118.498	0.000
Residual	374.292	107	3.498		
Total	1203.318	109			

Source: Processed Data (SPSS)

Based on the ANOVA output results, an F calculated value of 118.498 with a significance value of 0.000 was obtained. With degrees of freedom ($df_1 = 2$; $df_2 = 107$) and a significance level of 5%, the F table value is 3.08. Since $F_{\text{calculated}} > F_{\text{table}}$ and significance < 0.05 , it can be concluded that work compensation and leadership style simultaneously have a significant effect on employee job satisfaction.

Coefficient of Determination Analysis

Table 7. Coefficient of Determination X1 and X2 on Y

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.830	0.689	0.683	1.87031

Source: Processed Data (SPSS)

Based on the Model Summary results, a coefficient of determination (R Square) value of 0.689 was obtained, which means that 68.9% of the variation in employee job satisfaction can be explained by work compensation and leadership style variables. While the remaining 31.1% is influenced by other factors outside this research model.

Partial Test (t Test)

The t test or partial test is used to determine the effect of each independent variable partially (separately) on the dependent variable.

Table 8. t Test Results (Partial Test)

Variable	t calculated	t table	Significance	Result
X1 → Y	6.827	1.983	0.000	Significant
X2 → Y	6.415	1.983	0.000	Significant
X1 → Z	-2.802	1.983	0.006	Significant
X2 → Z	1.020	1.983	0.310	Not Significant
And → Z	7.516	1.983	0.000	Significant

Source: Processed Data (SPSS)

The t test shows that work compensation and leadership style partially have significant effects on job satisfaction. However, only work compensation and job satisfaction have significant effects on OCB. Leadership style does not have a direct significant effect on OCB. Therefore, OCB can only mediate the relationship between work compensation but cannot mediate the effect of leadership style.

Discussion

Effect of Work Compensation on Job Satisfaction

The data processing results explain that work compensation has a positive and significant effect on employee job satisfaction at PT Paguntaka Cahaya Nusantara. This means that the better the compensation provided by the company, both in the form of basic salary, allowances, bonuses, incentives, and non-financial rewards, the higher the level of job satisfaction felt by employees.

Fair compensation that matches the workload, responsibilities, and employee contributions can foster a sense of fairness and appreciation, as explained in Equity Theory (J. Stacy Adams). When employees feel that their efforts and hard work are rewarded proportionally, this will strengthen their intrinsic motivation to work better and reduce the potential for dissatisfaction.

In addition, compensation is not only about financial value, but also concerns forms of non-financial rewards such as recognition, self-development opportunities, and job security. In the context of PT Paguntaka Cahaya Nusantara, providing structured and competitive compensation becomes an important factor, especially amid HR management challenges and the company's need to retain quality employees.

Effect of Leadership Style on Job Satisfaction

The partial test results in this study show that the leadership style applied by superiors can provide a real contribution to improving employee job satisfaction. Leaders who can apply directive, supportive, participatory, or achievement-oriented styles can create a more comfortable, conducive, and enjoyable work atmosphere for employees.

This research also reinforces the Path-Goal Theory view (Robert House), which states that leaders who can adapt their leadership style according to subordinate needs can increase motivation and job satisfaction. In the context of PT Paguntaka Cahaya Nusantara, the application of flexible, communicative, and empowering leadership styles has proven to have a positive impact on employee satisfaction.

Effect of Work Compensation and Leadership Style on Job Satisfaction

The statistical F test results in this study show that both independent variables, namely work compensation and leadership style, together have a significant contribution to improving employee job satisfaction. This means that job satisfaction is not only determined by the amount of compensation received by employees, but is also greatly influenced by how leadership style is applied in the work environment.

This finding is also in line with Two-Factor Theory (Herzberg) and Path-Goal Theory (House), which explain that factors such as compensation (hygiene factors) can prevent dissatisfaction, while effective leadership can be a motivating factor that increases job satisfaction.

Effect of Work Compensation on Job Satisfaction through OCB as Mediating Variable

Organizational Citizenship Behavior (OCB) significantly mediates the effect of work compensation on employee job satisfaction at PT Paguntaka Cahaya Nusantara. This means that good work compensation not only directly impacts increasing employee job satisfaction, but also indirectly affects job satisfaction through the formation of OCB behavior.

This finding is in line with Equity Theory (Adams) which explains that perceptions of fairness in compensation give rise to feelings of satisfaction and employee commitment, which are then reflected in voluntary behaviors (OCB). In other words, when employees feel cared for and valued financially and non-financially, they not only focus on carrying out their main tasks, but are also more willing to contribute more for the good of the organization.

Effect of Leadership Style on Job Satisfaction through OCB as Mediating Variable

Although partial test results show that leadership style has a positive and significant direct effect on employee job satisfaction, the indirect effect path through Organizational Citizenship Behavior (OCB) is not proven significant. In other words, the leadership style applied by superiors can indeed directly improve employee job satisfaction, but the leadership style is not strong enough to encourage the emergence of OCB behaviors that then impact increasing job satisfaction.

This finding indicates that although employees feel supported, directed, and involved by leaders through good leadership styles, this is not enough to automatically foster voluntary behaviors outside formal tasks such as helping colleagues, taking more initiative, or actively participating in organizational activities.

CONCLUSION

Based on the research results and discussion, several conclusions can be drawn. First, work compensation has a significant effect on job satisfaction. The higher employees' perceptions of compensation that is fair, reasonable, and in accordance with their workload and contributions, the higher the level of job satisfaction experienced. This shows that compensation is an important factor in creating work motivation and loyalty. Second, leadership style has a significant effect on job satisfaction. Leaders who are communicative, supportive, and able to involve employees in decision-making processes contribute positively to job satisfaction. A participatory leadership style helps create a comfortable and productive work atmosphere. Third, work compensation and leadership style simultaneously have a significant effect on job satisfaction. These two variables complement each other in improving employee job satisfaction at *PT. Paguntaka Cahaya Nusantara*. When compensation is provided appropriately and leadership is carried out effectively, employees will feel valued and

more satisfied in carrying out their duties. Fourth, *Organizational Citizenship Behavior (OCB)* significantly mediates the effect of work compensation on job satisfaction. Good compensation not only has a direct impact on job satisfaction, but also encourages the emergence of voluntary employee behavior such as helping colleagues, being loyal to the company, and actively contributing outside of main tasks. This behavior strengthens the relationship between compensation and job satisfaction. Fifth, *Organizational Citizenship Behavior (OCB)* does not significantly mediate the effect of leadership style on job satisfaction. Although leadership style directly affects job satisfaction, its influence is not strong enough in forming *OCB* behavior. This shows that additional factors are needed to encourage employees to display optimal voluntary work behavior. This research provides important implications for *human resource management* theory and practice. Companies need to pay attention to compensation policies and leadership approaches comprehensively to create a productive and satisfying work environment. For future research, it is recommended to explore other mediating variables such as organizational commitment, intrinsic motivation, or work engagement that might be more influential in the context of the relationship between leadership and job satisfaction.

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