

The Effect of Leadership and Competence on Organizational Citizenship Behavior (OCB) Mediated by Job Satisfacti

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Abstract

This study aims to analyze the effect of leadership and competence on Organizational Citizenship Behavior (OCB), mediated by job satisfaction. This research employs a quantitative approach with a population consisting of 58 employees of BPPKAD, Wonosobo Regency. The data were processed using SPSS version 26. The data analysis techniques include respondent description, variable description, validity test, reliability test, F-test, coefficient of determination (R^2), t-test, and Sobel test.

The results of the study indicate that leadership has a positive effect on job satisfaction, competence has a positive effect on job satisfaction, leadership has a positive effect on OCB, competence has a positive effect on OCB, and job satisfaction has a positive effect on OCB. However, job satisfaction does not mediate the effect of leadership on OCB, while job satisfaction mediates the effect of competence on OCB.

Keywords: Leadership, Competence, Job Satisfaction, and Organizational Citizenship Behavior (OCB)

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INTRODUCTION

In contemporary organizations, the quality of human resources plays a crucial role in achieving organizational goals effectively and sustainably. Organizations can grow and remain competitive when supported by productive employees who demonstrate high levels of commitment and engagement (Albrecht et al., 2015; Bakker & Albrecht, 2018). Beyond formal job performance, organizations increasingly rely on extra-role behaviors, particularly Organizational Citizenship Behavior (OCB), which contributes significantly to organizational effectiveness (Podsakoff et al., 2018; Organ, 2018). OCB refers to discretionary individual behavior that is not directly or explicitly recognized by the formal reward system but promotes the effective functioning of the organization (Organ, 2018). It includes behaviors such as helping colleagues, being proactive, showing tolerance, demonstrating responsibility, and actively contributing ideas to improve organizational performance (Bolino et al., 2015; Podsakoff et al., 2018). These behaviors create a supportive and conducive work environment, which is essential for organizational success (Liu & Zhou, 2020).

The Regional Revenue, Financial, and Asset Management Agency (BPPKAD) of Wonosobo Regency represents a public sector organization where OCB is critically needed. However, preliminary observations indicate that employee OCB remains suboptimal. Several employees tend to prioritize personal interests, show limited concern for colleagues, and are reluctant to assist coworkers facing difficulties. Such conditions indicate the need to enhance OCB to achieve a more optimal level of organizational performance.

Several factors are assumed to influence OCB, including leadership, competence, and job satisfaction. Leadership is defined as the process of influencing and directing group members to achieve organizational goals (Northouse, 2021). Effective leadership has been shown to positively influence OCB by fostering trust, motivation, and organizational commitment (Hoch et al., 2018; Buil et al., 2019; Khan et al., 2020; Singh et al., 2023). However, some studies report inconsistent findings, indicating that leadership may not always significantly affect OCB (Kim & Park, 2019).

Competence is another important factor influencing employee behavior. It refers to the underlying characteristics of individuals that are causally related to effective job performance (Boyatzis, 2018; Campion et al., 2020). Employees with higher competence tend to exhibit stronger OCB because they possess the necessary knowledge, skills, and abilities to go beyond formal job requirements (Suharti & Suliyanto, 2020; Riyanto et al., 2021; Ahmed et al., 2022). Nevertheless, some studies suggest that competence alone may not directly influence OCB without other supporting factors (Pratiwi, 2020).

Job satisfaction is also a key determinant of OCB. It reflects employees' perceptions of how well their job fulfills important needs and expectations (Judge et al., 2017; Inuwa, 2016). Employees who are satisfied with their jobs are more likely to engage in positive discretionary behaviors, including OCB (Ilies et al., 2017; Tims et al., 2016; Khan et al.,

2021). However, empirical findings on the relationship between job satisfaction and OCB remain mixed (Mahmood et al., 2019).

Furthermore, leadership and competence are also found to influence job satisfaction. Effective leadership enhances employees' psychological well-being and satisfaction (Hoch et al., 2018; Banks et al., 2018), while competence improves confidence and work fulfillment (Campion et al., 2020; Riyanto et al., 2021). Job satisfaction is also frequently tested as a mediating variable in explaining the relationship between leadership, competence, and OCB (Buil et al., 2019; Singh et al., 2023).

Despite extensive research, inconsistencies remain regarding the mediating role of job satisfaction. Some studies confirm its mediating effect (Ilies et al., 2017; Khan et al., 2021), while others find no significant mediation (Mahmood et al., 2019). This inconsistency indicates the presence of a research gap that requires further investigation, particularly in the public sector context.

Based on the identified problems and research gaps, this study aims to analyze the effect of leadership and competence on Organizational Citizenship Behavior (OCB), with job satisfaction as a mediating variable. This research is conducted on employees of BPPKAD, Wonosobo Regency, to provide empirical insights into improving employee performance and organizational effectiveness in the public sector.

Leadership is defined as the process of directing and influencing the activities of group members in achieving organizational goals (Sopiah, as cited in Listianti & Hamali, 2015). Meanwhile, job satisfaction refers to employees' perceptions of how well their job provides outcomes that are considered important and valuable (Luthans, as cited in Supriyanto & Maharani, 2013). Empirical studies have demonstrated that effective leadership positively influences job satisfaction, as leaders who provide clear direction, support, and motivation tend to enhance employees' emotional and psychological well-being (Winarto & Purba, 2018; Nainggalon & Laila, 2021; Dubey et al., 2023; Wisnawa & Dewi, 2020).

H1: Leadership has a positive effect on Job Satisfaction.

Competence is defined as the underlying characteristics of an individual that are causally related to effective job performance (Spencer, as cited in Yulianty et al., 2021). Job satisfaction reflects the extent to which employees perceive their work as fulfilling important personal and professional needs (Luthans, as cited in Supriyanto & Maharani, 2013). Several studies have shown that employees with higher competence tend to experience greater job satisfaction because they are more capable of performing tasks effectively and achieving desired outcomes (Apriliansyah & Chalid, 2020; Pratiwi, 2020; Janah et al., 2023; Wulandari & Sutianingsih, 2023; Zainal et al., 2024).

H2: Competence has a positive effect on Job Satisfaction.

Leadership plays a critical role in shaping employee behavior by influencing attitudes, motivation, and workplace relationships (Sopiah, as cited in Listianti & Hamali, 2015). Organizational Citizenship Behavior (OCB) refers to discretionary behavior that is not formally rewarded but contributes to organizational effectiveness (Organ, as cited in Suwibawa et al., 2018). Previous studies have consistently found that leadership has a positive effect on OCB, as supportive and transformational leaders encourage employees to go beyond formal job requirements (Winarto & Purba, 2018; Wisnawa & Dewi, 2020; Dubey et al., 2023; Wulandari & Sutianingsih, 2023; Rifhiyah, 2020).

H3: Leadership has a positive effect on Organizational Citizenship Behavior (OCB).

Competence enables employees to perform tasks effectively and contribute beyond their formal responsibilities (Spencer, as cited in Yulianty et al., 2021). OCB reflects voluntary behaviors that enhance organizational performance (Organ, as cited in Suwibawa et al., 2018).

Empirical evidence suggests that competence positively influences OCB, as employees with higher capabilities are more likely to assist colleagues and engage in proactive behaviors (Wijanarko & Suhana, 2024; Wulandari & Sutianingsih, 2023; Putra, 2021; Astuti & Suhana, 2023; Mahmudi & Surjanti, 2020; Rusmayanti et al., 2022).

H4: Competence has a positive effect on Organizational Citizenship Behavior (OCB).

Job satisfaction reflects positive emotional responses toward one's job (Luthans, as cited in Supriyanto & Maharani, 2013), while OCB represents voluntary behaviors that support organizational effectiveness (Organ, as cited in Suwibawa et al., 2018).

Research findings indicate that satisfied employees are more likely to exhibit OCB, as they tend to reciprocate positive work experiences through constructive behaviors (Winarto & Purba, 2018; Wisnawa & Dewi, 2020; Wulandari & Sutianingsih, 2023; Dubey et al., 2023).

H5: Job Satisfaction has a positive effect on Organizational Citizenship Behavior (OCB).

Leadership not only directly influences OCB but also indirectly affects it through job satisfaction. Leaders who foster a supportive work environment can enhance employee satisfaction, which in turn encourages discretionary behaviors (Winarto & Purba, 2018; Wisnawa & Dewi, 2020).

H6: Job Satisfaction mediates the effect of Leadership on Organizational Citizenship Behavior (OCB).

Competence contributes to job satisfaction by enabling employees to perform effectively and achieve work-related goals. In turn, satisfied employees are more likely to engage in OCB (Pratiwi, 2020; Wulandari & Sutianingsih, 2023).

H7: Job Satisfaction mediates the effect of Competence on Organizational Citizenship Behavior (OCB).

METHODOLOGY

This study employs an explanatory research design, aiming to examine the causal relationships among variables through hypothesis testing. Specifically, the study analyzes the effect of leadership and competence on Organizational Citizenship Behavior (OCB), with job satisfaction acting as a mediating variable. The population of this study consists of all employees of the Regional Revenue, Financial, and Asset Management Agency (BPPKAD) of Wonosobo Regency, totaling 58 respondents. Due to the relatively small population size, a census sampling technique was applied, where all members of the population were included as research respondents. Data were collected using a structured questionnaire measured on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). This scale was used to capture respondents' perceptions regarding leadership, competence, job satisfaction, and OCB. The data analysis was conducted using SPSS version 26. The analytical procedures included descriptive statistics to describe respondent characteristics and research variables, followed by instrument testing consisting of validity and reliability tests.

Furthermore, classical hypothesis testing was performed using multiple linear regression analysis, including the F-test to examine the simultaneous effect of independent variables, the t-test to assess partial effects, and the coefficient of determination (R^2) to evaluate the explanatory power of the model.

To examine the mediating role of job satisfaction, this study employed the Sobel test to determine whether job satisfaction significantly mediates the relationship between leadership, competence, and OCB.

RESULTS AND DISCUSSION

Respondent Description

Table 1. Respondent Descriptive

	Criteria	Amount	Percentage
Age	31-40 years	27	46.6
Gender	Man	36	62.1
Education	S1	28	48.3
Years of service	6-10 years	28	48.3
Position	Executor	34	58.6

Source: Data processed in 2025.

it can be seen that the majority of respondents were aged 31-40 years, namely 27 people (46.6%) , with 36 men (62.1%). The majority were educated. 28 people (48.3 %) had a Bachelor's degree , 28 people (48.3%) had a work period of 6-10 years , and 34 people (58.6%) had an executive position .

Variable Description

Table 2. Leadership Variable (X1)

	<i>Mean</i>		<i>Mean</i>
X1.1	4.40	X1.7	4.45
X1.2	4.34	X1.8	4.36
X1.3	4.41	X1.9	4.36
X1.4	4.45	X1.10	4.43
X1.5	4.40	X1	4.40
X1.6	4.38		

Source: Data processed in 2025.

Table 3. Competency Variable (X2)

	<i>Mean</i>		<i>Mean</i>
X2.1	3.67	X2.6	4.55
X2.2	4.14	X2.7	4.05
X2.3	4.10	X2.8	3.93
X2.4	4.33	X2.9	3.78
X2.5	4.38	X2	4.10

Source: Data processed in 2025.

Table 4. Job Satisfaction Variable (Y1)

	<i>Mean</i>		<i>Mean</i>
Y1.1	3.57	Y1.7	4.10
Y1.2	3.17	Y1.8	3.45
Y1.3	3.12	Y1.9	4.19
Y1.4	3.22	Y1.10	3.64
Y1.5	3.66	Y1	3.94
Y1.6	3.28		

Source: Data processed in 2025.

Table 5. OCB variable (Y2)

	<i>Mean</i>		<i>Mean</i>		<i>Mean</i>
Y2.1	4.21	Y2.1 1	4.10	Y2.22	4.33
Y2.2	3.60	Y2.1 2	4.34	Y2.23	3.95
Y2.3	4.41	Y2.1 4	4.07	Y2.24	4.24
Y2.4	4.03	Y2.1 5	4.40	Y2.25	3.50
Y2.5	3.57	Y2.1 6	4.05	Y2.26	4.02

Y2.6	4.05	Y2.1 7	4.29	Y2. 27	4.21
Y2.7	4.16	Y2.1 8	3.76	Y2. 28	3.62
Y2.8	4.34	Y2.1 9	4.29	Y2	4.07
Y2.9	4.47	Y2. 2 0	3.76		
Y2.10	4.05	Y2. 21	4.16		

Source: Data processed in 2025.

mean value of 4.40 in Table 2 for leadership indicates that respondents tend to agree with 10 indicators. The *mean value* of 4.10 in Table 3 for competency indicates that respondents tend to agree with 9 indicators. The *mean value* of 3.94 in Table 4 for job satisfaction indicates that respondents tend to be neutral with 10 indicators. Furthermore, the *mean value* of 4.07 in Table 5 for OCB indicates that respondents tend to agree with 28 indicators.

Validity Test Results

Table 6. Validity Test Results

Variables	KMO	Component Matrix
Leadership	0, 906	>0.5
Competence	0.8 60	>0.5
Job satisfaction	0.8 66	>0.5
OCB	0, 627	>0.5

Source: Data processed in 2025.

Based on Table 6, it can be shown that the KMO of leadership, competence, job satisfaction, and OCB is greater than 0.5, thus it can be concluded that the sample adequacy is met. The *component matrix value* of 10 leadership indicators, 9 competence indicators, 10 job satisfaction indicators, and 28 OCB indicators has a value of more than 0.5, meaning all indicators are valid.

Reliability Test Results

Table 7. Reliability Test Results

Variables	Cronbach's Alpha	Criteria
Leadership	0.9 9 0	>0.7
Competence	0.9 52	>0.7
Job satisfaction	0.9 40	>0.7
OCB	0.9 62	>0.7

Source: Data processed in 2025.

Based on table 7, it can be shown that *Cronbach's alpha* for leadership, competence, job satisfaction and OCB is >0.7, meaning that all variables are declared reliable.

Results of Multiple Linear Regression Analysis

Table 8. Multiple Regression Analysis Results

Model	Independent Variables	Adjusted R ²	Anova		Standardized Coefficients		Information
			F	Sig	Beta	Sig	
Model I: Y1 = 0.258 X1 + 0.605 X2							
Model I: The Influence of Leadership and Competence on Job Satisfaction	Leadership	0.385	18,833	0,000	0.258	0.017	Hypothesis 1 is accepted
	Competence				0.605	0,000	Hypothesis 2 is accepted
Model II: Y2 = 0.237 X1 + 0.371 X2 + 0.365 Y1							
Model II: The Influence of Leadership, Competence, and Job Satisfaction on OCB	Leadership	0,479	18,448	0,000	0.237	0.023	Hypothesis 3 is accepted
	Competence				0.371	0.004	Hypothesis 4 is accepted
	Job satisfaction				0.365	0.005	Hypothesis 5 is accepted

Source: Data processed in 2025

Based on table 8, the test results for Model I can be seen:

- In the F test results, the *sig value* is $0.000 < 0.05$, meaning the model *is fit* or suitable for further analysis.
- The results of the determination coefficient test obtained an *Adjusted R2 value* of 0.385, which means that the leadership and competence variables are able to explain 38.5% of the job satisfaction variable, while the remaining 61.5% is explained by other variables outside the research model.
- H1: Leadership has a positive effect on job satisfaction
sig value of $0.017 < 0.05$ and the beta value of 0.258 are positive, meaning that leadership has a positive effect on job satisfaction. Thus, H1 is accepted.
 H2: Competence has a positive effect on job satisfaction
sig value of $0.000 < 0.05$ and the beta value of 0.605 are positive, meaning that competence has a positive effect on job satisfaction. Thus, H2 is accepted.

Based on table 8, the test results for Model II can be shown:

- In the F test results, the *sig value* is $0.000 < 0.05$, meaning the model *is fit* or suitable for further analysis.
- The results of the determination coefficient test obtained an *Adjusted R2 value* of 0.479, which means that the leadership, competence, and job satisfaction variables are able to explain 47.9% of the OCB variable, while the remaining 52.1% is explained by other variables outside the research model.
- H3: Leadership has a positive effect on OCB

sig value of $0.023 < 0.05$ and the beta value of 0.237 are positive, meaning that leadership has a positive effect on OCB. Thus, H3 is accepted.

H4: Competence has a positive effect on OCB

sig value of $0.004 < 0.05$ and the beta value of 0.371 are positive, meaning that competence has a negative effect on OCB. Thus, H4 is accepted.

H5: Job satisfaction has a positive effect on OCB

sig value of $0.005 < 0.05$ and the beta value of 0.365 are positive, meaning that job satisfaction has a positive effect on OCB. Thus, H5 is accepted.

Mediation Test Results

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Table 9. Mediation Test 1

Variables	Sobel test statistic	One-tailed probability	Two-tailed probability	Information
X1 → Y1 → Y2	1,901	0.028	0.057	Hypothesis 6 is rejected

Description: X1 = Leadership; Y1 = Job Satisfaction; Y2 = OCB

Based on Table 9, the *two-tailed probability* value of $0.057 > 0.05$ means that job satisfaction does not mediate the influence of leadership on OCB. Thus, H6 is rejected.

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Table 10. Mediation Test 2

Variables	Sobel test statistic	One-tailed probability	Two-tailed probability	Information
X2 → Y1 → Y2	2,579	0.004	0.009	Hypothesis 7 is accepted

Description: X2 = Competence; Y1 = Job Satisfaction; Y2 = OCB

Based on table 10, the *two-tailed probability value* of $0.009 < 0.05$ means that job satisfaction mediates the influence of competence on OCB. Thus, H7 is accepted.

Leadership Has a Positive Influence on Job Satisfaction

Based on respondents' descriptions, the majority of employees are aged 31-40, have 6-10 years of service, and hold executive positions. This indicates that employees are of productive age with sufficient work experience, thus possessing a good understanding of the role of leadership and the work systems implemented in the organization.

Based on the description of leadership variables, several indicators have a *mean value* above *the mean* of the variable, including time utilization, resource utilization, clear instructions, and the selection of the right people . This condition indicates that leadership in the organization has been carried out quite effectively, especially in the aspects of providing direction, motivation, establishing a positive work culture, creating harmonious work relationships, and monitoring performance, thus increasing employee comfort and job satisfaction.

Employees who experience good leadership tend to have higher levels of job satisfaction. This finding is supported by research. Winarto & Purba (2018), Nainggalon & Laila (2021), Dubey *et al.* (2023) and Wisnawa & Dewi (2020) stated that leadership has a positive influence on job satisfaction .

Competence Has a Positive Influence on Job Satisfaction

Based on respondents' descriptions, the majority of employees are aged 31–40, have 6–10 years of service, hold a bachelor's degree, and hold executive positions. This indicates that employees have sufficient experience and ability to understand and carry out their job duties and responsibilities. Employees with appropriate competencies, both in terms of knowledge, skills, and work abilities, tend to feel more confident and comfortable in their work.

Based on the description of the competency variables, several indicators have a *mean value* above the variable *mean* , including employee understanding of the procedures for carrying out their duties, employee understanding of the limitations of others, employee emotional control, and employee ability to understand their work responsibilities. This condition indicates that employees have quite good competency, both in terms of knowledge, attitude, and self-control abilities at work, so they are able to carry out their duties and responsibilities effectively and have a positive impact on job satisfaction.

Employees with good competencies tend to be able to carry out their tasks effectively, feel more confident, and display a positive attitude towards their work, resulting in higher levels of job satisfaction. This finding is supported by research Apriliansyah & Chalid (2020), Pratiwi (2020), Janah *et al.* (2023), Wulandari & Sutianingsih (2023), and Zainal *et al.* (2024) stated that competence has a positive influence on job satisfaction.

Leadership Has a Positive Influence on Organizational Citizenship Behavior (OCB)

Based on respondents' descriptions, the majority of employees are aged 31–40 years, have 6–10 years of service, hold a bachelor's degree, and hold executive positions. This indicates that employees have sufficient maturity and work experience to understand the values, rules, and leadership styles applied in the organization. Effective leadership, such as the ability to provide clear direction, role models, support, and fairness, can foster a sense of belonging and commitment to the organization. This encourages employees to demonstrate voluntary work behaviors outside of formal duties, such as helping coworkers, maintaining a harmonious work environment, and actively participating in organizational activities.

Based on the description of the leadership variables, several indicators have *mean values above the mean* , including time utilization, resource utilization, clear instructions, and the selection of appropriate personnel. This condition indicates that leadership has been implemented effectively, particularly in the aspects of direction, motivation, the formation of a positive work culture, the creation of harmonious work relationships, and performance monitoring, thus encouraging employees to demonstrate OCB behavior.

Employees who are effectively led tend to be motivated to behave proactively, help coworkers, and actively participate in organizational activities, resulting in higher levels of OCB. This finding is supported by research Winarto & Purba (2018), Wisnawa & Dewi (2020), Dubey *et al.* (2023), Wulandari & Sutianingsih (2023) which Rifhiyah (2020) states that leadership has a positive effect on OCB.

Competence Has a Positive Influence on *Organizational Citizenship Behavior* (OCB)

Based on respondents' descriptions, the majority of employees are aged 31–40, have 6–10 years of service, hold a bachelor's degree, and hold executive positions. This indicates that employees possess adequate competency and work experience, thus encouraging voluntary work behavior outside of formal duties, such as helping coworkers and maintaining a healthy work environment, which are forms of *organizational citizenship behavior* (OCB).

Based on the description of competency variables, several indicators have a *mean value above the variable mean* , including employee understanding of the procedures for carrying out their duties, employee understanding of the limitations of others, employee emotional control, employee ability to understand their work responsibilities. This condition indicates that employees have good competence, both in terms of knowledge, attitude, and self-control, thus encouraging the emergence of voluntary work behavior such as helping each other, maintaining harmonious work relationships, and contributing more to the organization as a form of *organizational citizenship behavior* (OCB).

Employee competency plays a crucial role in fostering *organizational citizenship behavior* (OCB). This finding is supported by research. Wijanarko & Suhana (2024), Wulandari & Sutianingsih (2023), Putra (2021), Astuti & Suhana (2023), Mahmudi & Surjanti (2020), and Rusmayanti *et al.* (2022) states that competence has a positive influence on OCB.

Job Satisfaction Has a Positive Influence on *Organizational Citizenship Behavior* (OCB)

Based on respondents' descriptions, the majority of employees are aged 31–40, have 6–10 years of service, hold a bachelor's degree, and hold executive positions. This indicates that employees have experience and a good understanding of their jobs. Therefore, satisfied employees tend to exhibit positive attitudes and volunteer work behaviors such as helping coworkers and maintaining a healthy work environment.

Based on the description of job satisfaction variables, several indicators have a *mean value* above *the mean* of the variable, including the tasks and responsibilities given according to their abilities, members feel happy to be in the organization because they feel the work is right for them, members feel happy since the first time they work, openness for all employees in getting opportunities to participate in job promotion programs, a close family relationship between colleagues and superiors, and colleagues can get along well with each other. This condition shows that the level of employee job satisfaction is classified as good, both from the aspect of work, career development opportunities, and work relationships, thus encouraging the emergence of positive attitudes and voluntary work behavior such as helping colleagues, maintaining a harmonious work environment.

Employees with high job satisfaction exhibit positive attitudes and volunteer work behaviors, leading to increased levels of OCB. This finding is supported by research. Winarto & Purba (2018), Wisnawa & Dewi (2020), Wulandari & Sutianingsih (2023), and Dubey *et al.* (2023) stated that job satisfaction has a positive effect on OCB.

Job Satisfaction Does Not Mediate the Effect of Leadership on Organizational Citizenship Behavior (OCB)

Effective leadership is generally expected to increase employee job satisfaction, which then encourages the emergence of *organizational citizenship behavior* (OCB).

However, in conditions where the majority of respondents were aged 31–40 years, had 6–10 years of service, had a bachelor's degree, and held executive positions, OCB behavior was more influenced by the direct role of leadership. In these conditions, job satisfaction was not yet an intermediary factor determining the emergence of OCB, because the influence of leadership was already quite strong in shaping positive employee work behavior.

Based on the description of leadership variables, several indicators had *mean values* below *the mean*, including fostering cooperation, making appropriate decisions, identifying tasks, and empowering subordinates. This condition indicates that several aspects of leadership are not yet optimally perceived by employees, thus not being able to maximize job satisfaction and explaining the absence of a mediating role of job satisfaction in the influence of leadership on *organizational citizenship behavior* (OCB).

Based on the results of hypothesis testing, it is known that job satisfaction does not mediate the influence of leadership on OCB. This suggests that job satisfaction does not play a strategic role in bridging the influence of leadership on OCB. This finding is supported by research by Saputri *et al.* (2024) which states that job satisfaction does not mediate the influence of leadership on OCB.

Job Satisfaction Mediates the Effect of Competence on Organizational Citizenship Behavior (OCB)

Based on respondents' descriptions, the majority of employees are aged 31–40, have 6–10 years of service, hold a bachelor's degree, and hold executive positions. This indicates that employees possess adequate competency and work experience, enabling them to perform their jobs effectively and experience job satisfaction. This perceived

job satisfaction encourages employees to engage in voluntary work behaviors outside of formal duties, such as helping coworkers and maintaining a harmonious work environment.

Based on the description of the competency variables, several indicators have a *mean value* above the variable *mean*, including employee understanding of the procedures for carrying out their duties, employee understanding of the limitations of others, employee emotional control, and employee ability to understand their job responsibilities. This condition indicates that employees have good competence, both in terms of knowledge, attitude, and self-control, so they are able to carry out their duties effectively and feel job satisfaction. This job satisfaction then encourages the emergence of voluntary work behaviors such as helping coworkers and maintaining harmonious work relationships.

Employees with good competencies are able to carry out tasks effectively, control their emotions, understand procedures and the limitations of others, and understand their job responsibilities, thus experiencing higher job satisfaction. This finding is supported by research Pratiwi (2020) that Wulandari & Sutianingsih (2023) suggests that job satisfaction mediates the effect of competency on OCB.

CONCLUSION

Based on the results of hypothesis testing, it can be concluded that leadership has a positive effect on job satisfaction, competence has a positive effect on job satisfaction, leadership has a positive effect on Organizational Citizenship Behavior (OCB), competence has a positive effect on OCB, and job satisfaction has a positive effect on OCB. Furthermore, job satisfaction does not mediate the relationship between leadership and OCB, while it does mediate the relationship between competence and OCB. Practically, these findings provide valuable insights for organizations, particularly the Regional Revenue, Financial, and Asset Management Agency (BPPKAD), as a basis for formulating policies that support the development of leadership and employee competence in order to enhance job satisfaction and OCB.

This study has several limitations, particularly regarding the relatively small sample size. Therefore, future research is recommended to expand the number of respondents and incorporate additional variables that may influence OCB in order to obtain more comprehensive results.

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