



**ANALYSIS OF THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR
EXAMINED FROM TRANSFORMATIONAL LEADERSHIP STYLE MEDIATED ON
JOB SATISFACTION OF PHARMACYS INSTALLATION EMPLOYEES**

Hairul Nisi¹, Adryan Fristiohady^{2*}, Wahyuni², Ruslin², Nasrudin², Nur Illiyyin Akib²

¹Master of Pharmacy Study Program, Faculty of Pharmacy, Universitas Halu Oleo, Kambu, Kendari, Sulawesi Tenggara 93561, Indonesia

²Faculty of Pharmacy, Universitas Halu Oleo, Kambu, Kendari, Sulawesi Tenggara 93561, Indonesia

*adryanfristiohady@uho.ac.id

ABSTRACT

Regulation of the Minister of Health of the Republic of Indonesia Number 72 of 2016 emphasizes the importance of competent and organized pharmaceutical human resources in supporting pharmaceutical services in hospitals. The quality of service is highly dependent on the performance of strategic human resources in realizing rational and effective treatment. The application of the right leadership style can increase job satisfaction and foster Organizational Citizenship Behavior (OCB) in pharmaceutical employees. This study aims to determine the effect of transformational leadership style on OCB mediated by job satisfaction. This type of research is a non-experimental descriptive study. The sample size in this study was determined using a total sampling method, resulting in 61 participants, comprising all employees of the Pharmacy Installation of Bahteramas Regional Hospital. The research instrument was a questionnaire using a likert scale, it was declared valid and reliable through convergent validity testing and analyzed using the SmartPLS 4 statistical test. The results of the study indicate that there is an influence of transformational leadership style on OCB with a p-value of $0.00 < 0.05$ and a path coefficient of 0.625 indicating a strong relationship. There is an influence between transformational leadership style on job satisfaction with a p-value of $0.00 < 0.05$ and a path coefficient of 0.910 indicating a very strong relationship and there is an influence between job satisfaction on OCB with a p-value of $0.00 < 0.05$ and a path coefficient of 0.372 indicating a moderate relationship. The results of this study indicate that there is an influence of transformational leadership style on OCB through job satisfaction in the form of partial mediation as indicated by the confidence interval (CI) value not exceeding 0, namely 0.188 to 0.486. Based on the results of the study, it can be concluded that there is an influence between transformational leadership style and Organizational Citizenship Behavior (OCB) through the mediating variable of job satisfaction in all employees of the Bahteramas Regional Hospital Pharmacy Installation

Keywords: job satisfaction; OCB; transformational leadership style

How to cite (in APA style)

Nisi, H., Fristiohady, A., Wahyuni, W., Ruslin, R., Nasrudin, N., & Akib, N. I. (2026). Analysis of the Influence of Organizational Citizenship Behavior Examined from Transformational Leadership Style Mediated on Job Satisfaction of Pharmacies Installation Employees. *Indonesian Journal of Global Health Research*, 8(4), 1051–1058. <https://doi.org/10.37287/ijghr.v8i4.1641>.

INTRODUCTION

Pharmaceutical services are an integral part of the hospital healthcare system, oriented towards improving patient quality and safety. In accordance with Regulation of the Minister of Health of the Republic of Indonesia Number 72 of 2016 concerning Pharmaceutical Service Standards in Hospitals, the implementation of pharmaceutical services must be supported by the availability of competent pharmaceutical human resources and good organization (Minister of Health Regulation, 2016). These human resources play a strategic role in realizing comprehensive healthcare services through rational and effective treatment (Hermanto et al., 2024). However, human resource management in the pharmaceutical sector faces various challenges that are inseparable from the primary role of leadership style as a policy director and HR manager (Pradeep, 2023).

Pharmaceutical human resources in hospital pharmacy installations often face issues such as low motivation, limited career development opportunities, limited space for expression, and unequal

treatment, which often triggers internal conflict. These conditions are generally caused by inappropriate leadership styles in managing and empowering employees (Iskandar, 2019). Many leaders still employ an authoritarian leadership style that focuses on routine tasks, formal evaluations, and one-way communication (Dessler, 2017). Therefore, a shift towards a leadership style that is more relevant and adaptive to current organizational needs is needed.

In hospital organizations, a transformational leadership style is considered more relevant in the modern era because it can respond adaptively to organizational dynamics and changes (Siregar, M. 2021). The right leadership style can encourage improved performance and positive behavior within the organization (Maharani et al., 2017). Leaders with a transformational leadership style can inspire, motivate, and encourage individuals to exceed organizational expectations, ultimately leading to Organizational Citizenship Behavior (OCB).

Organizational Citizenship Behavior (OCB) is a voluntary employee action that is not listed in formal job descriptions, but contributes significantly to organizational effectiveness (Aldrin & Yunanto, 2019). In the context of hospital pharmacy installations, OCB plays a crucial role in maintaining continuity of service, especially when facing limited manpower and high prescription loads. An organizational culture that encourages OCB can improve service quality and create an adaptive and productive work climate (Affandi, 2018). In the long term, this behavior strengthens a positive organizational culture and increases the hospital's competitiveness in providing quality healthcare.

In addition to leadership style, job satisfaction also plays a significant mediating role in shaping OCB behavior. Employees who are satisfied with their jobs tend to exhibit positive attitudes, high work morale, and loyalty to the organization (Ingenida, 2022). Conversely, job dissatisfaction can negatively impact productivity and motivation, and can even hinder the achievement of organizational goals (Sanjaya, 2021).

That OCB has long been a concern in organizational behavior studies due to its significant role in improving the effectiveness and performance of institutions, including in the health sector. However, most of these studies have not specifically examined the relationship between transformational leadership style, job satisfaction, and OCB in the context of strategic work units such as hospital pharmacy installations that have high workloads and critical responsibilities for health services. The purpose of this study was to determine the effect of job satisfaction as a mediating variable of transformational leadership style on the Organizational Citizenship Behavior (OCB) of Pharmaceutical Installation employees through the smartPLS4 statistical test.

METHOD

This type of research is non-experimental descriptive research. The research data were obtained from questionnaires with Likert-scale response options. The population in this study is all employees Pharmacy Installation of Bahteramas Regional General Hospital. The sample size in this study was determined using the total sampling method. The sample size in this study was 61 people. The research data was analyzed using the smart PLS4 statistical test.

Convergent validity testing in smart PLS4 was conducted on the questionnaire responses of all respondents, thus ensuring its validity in measuring each research variable (Abdillah & Jogyanto, 2015). Questionnaire validity testing was based on the outer loading value for each question. The required outer loading value is >0.70 for validity (Ghozali et al., 2020). Inner model analysis in smart PLS4 is used to determine the influence between research variables, including hypothesis testing for direct and indirect effects.

Direct Effect testing is used to determine the influence between transformational leadership style variables on job satisfaction, the influence of leadership style variables on OCB and the influence of job satisfaction on OCB is determined based on the p-value. If the p-value is <0.05 . In addition, in direct effect testing there is a Path Coefficient value. Analysis Test Path Coefficient with smart PLS4 to see the magnitude and direction of influence between variables in the study. According to Hair et al. (2019) the qualitative interpretation value of the Path coefficient is ≥ 0.7 (very strong influence), ≥ 0.50 (strong influence), ≥ 0.3 (moderate influence) and < 0.3 (weak influence).

Indirect Effect testing is used to determine the magnitude and direction of the influence between transformational leadership style variables on OCB through job satisfaction as a mediating variable. According to Hair et al. (2019), testing the mediation effect is usually done using bootstrapping, a resampling technique that produces an estimate of the empirical distribution of the indirect effect. The Confidence interval (CI) value is used to determine whether the mediation effect is significant. If the Confidence Interval (CI) value does not cross zero (0), then it can be concluded that the mediation effect is statistically significant.

RESULT

Respondent Characteristics

Based on the results of research conducted on 61 employees of the Pharmacy Installation of Bahteramas Regional General Hospital, the characteristics of the respondents can be seen in the table below:

Table 1.
Respondent Characteristics (n = 61)

No.	Characteristics	Frequency	Percentage
1.	Gender		
	Man	9	14.8
	Woman	52	85.2
2.	Age Group (Years)		
	25 – 35	26	42.6
	36 – 45	28	45.9
	46 – 55	7	11.5
3.	Last education		
	Pharmacist	43	70.5
	Pharmaceutical Technical Personnel	18	29.5
4.	Length of Service (Years)		
	1 – 2	4	6.6
	3 – 4	13	21.3
	5 – 6	8	13.1
	> 6	36	59.0

Based on Table 1, the characteristics of respondents based on gender show that women are more dominant, namely 52 people (85.2%), compared to men, namely 9 people (14.8%). According to the opinion of Muhammad Umar (2023), who conducted research on the Analysis of Employee Behavior Based on Gender in the Dimension of *Organizational Citizenship Behavior*, it states that gender factors do not have a substantial influence on OCB behavior.

Respondents in the 36-45 age group represented 28 people, or 45.9%, more than those in the 25-35 age group, which represented 26 people, or 42.6%. According to Rozien, M., *et al.* (2020) in his research " *Leadership Style for Generation Y in Today's Workforce, a Case of Malaysia* " stated that the transformational leadership style which has the characteristic of always motivating employees and fostering work enthusiasm and providing good work examples is very practical to be applied to generation Y or commonly called the millennial generation in the age group of 26 - 45 years.

Based on their last education, 43 (70.5%) were pharmacists and 18 (29.5%) were pharmaceutical technicians. Furthermore, according to length of service, 36 (59.0%) had worked for more than 6

years. Four (6.6%) had worked for 1-2 years. Research conducted by Andi Indahwaty (2019) found that, based on *linear regression*, a person's length of service at a company tends not to influence OCB behavior in carrying out their daily tasks.

Outer Model Analysis

The results of the validity and reliability testing can be seen in the table below:

Table 2.
Validity and Reliability Test Results

No.	Research Variables	Variable Indicator	Outer Loading Value	Cronbach's alpha value
1.	Transformational Leadership Style	Inspirational Motivation	0.937	0.881
		Ideal Influence	0.921	
		Intellectual Stimulation	0.816	
		Individual Considerations	0.753	
2.	Job satisfaction	Salary and Service Fees	0.924	0.895
		Promotion and Self-Development Opportunities	0.819	
		Satisfaction with Coworkers	0.794	
		Satisfaction with Superiors	0.805	
3.	Organizational Citizenship Behavior	Love for Work	0.852	0.903
		Without ulterior motives	0.836	
		Responsibility	0.828	
		Positive and Sportsmanlike Attitude	0.950	
		Politeness	0.802	
		Civic virtues	0.824	

The validity test of the questionnaire was based on the *outer loading value* for each research variable indicator. Based on Table 2, the *outer loading value* for each research variable indicator was >0.70 . The required outer loading value was >0.70 to be considered valid (Ghozali, *et al.*, 2020). Meanwhile, the reliability test of the questionnaire was based on the Cronbach's alpha value for each research variable. Based on Table 2, the Cronbach's alpha value for each research variable was >0.70 . The required Cronbach's alpha value was >0.70 to be considered reliable (Sihombing, PR, *et al.*, 2024). Thus, the questionnaire used in this study was valid and reliable.

Inner Model Analysis

Direct Effect Testing

The results of the direct effect test using smart PLS4 to see the influence and closeness of the influence of the variables in this study can be seen in the table below:

Table 3.
Results of the Direct Effect Test

No.	Direct Effect	Standard Deviation	T-statistics	P-Value	Path Coefficient
1.	Transformational Leadership Style on <i>Organizational Citizenship Behavior</i>	0.140	1,209	0.23	0.169
2.	Transformational Leadership Style on Job Satisfaction	0.023	3,385	0.00	0.908
3.	Job satisfaction on Organizational Citizenship Behavior	0.127	6,102	0.00	0.775

Based on table 3, there is no significant influence of transformational leadership style on Organizational Citizenship Behavior with a p-value of $0.23 > 0.05$. The Path Coefficient value obtained is 0.169, which is included in the category of weak influence. There is an influence of transformational leadership style on job satisfaction with a *p-value* of $0.00 < 0.05$. The Path Coefficient value obtained is 0.908, which is included in the category of very strong influence. In

addition, there is a significant influence of job satisfaction on Organizational Citizenship Behavior with a *p-value* of $0.00 < 0.05$. The Path Coefficient value obtained is 0.775, which is included in the category of very strong influence.

Indirect Effect Testing

The results of the indirect *effect test* using *smart PLS4* to see the influence and closeness of the influence of the variables in this study can be seen in the table below:

Table 4.

Results of the Indirect Effect *Test*

No.	Indirect Effect	Path Coefficient	Lower CI	Upper CI	P-Value
1.	Transformational Leadership Style on Organizational Citizenship Behavior through the mediation of Job Satisfaction	0.704	0.480	0.962	0.00

Based on table 5, the indirect effect test show Transformational leadership style has a significant influence on Organizational Citizenship Behavior (OCB) through mediation of job satisfaction with a *p-value* of $0.00 < 0.05$. In addition, the results of the bootstrapping analysis show that the Lower Confidence Interval (CI) value is 0.480 and the Upper Confidence Interval (CI) value is 0.962. The range of the confidence interval is completely above zero, thus indicating that the mediation effect that occurs is stable and consistent. Job satisfaction significantly mediates the relationship between transformational leadership style and Organizational Citizenship Behavior with the full mediation category.

DISCUSSION

The Influence of Transformational Leadership Style on Organizational Citizenship Behavior (OCB)

The results of the statistical test on the hypothesis testing the influence of transformational leadership style on Organizational Citizenship Behavior (OCB) showed no influence. The leadership style implemented by the head of the pharmaceutical installation at Bahteramas Regional Hospital, who always provides motivational encouragement to all employees to maximize all their potential in completing work that is a shared responsibility, does not directly give rise to OCB behavior in the Pharmaceutical Installation employees.

The motivation and inspiration provided by leaders are not strong enough to elicit OCB behaviors such as willingness to help coworkers, take more initiative, maintain the organization's image, or perform tasks outside of formal roles. This may occur because employees need other factors such as job satisfaction, organizational justice, a conducive work climate, or intrinsic factors that are not yet met. Furthermore, the highly procedural and technical nature of the work culture and task structure in pharmaceutical installations limits the scope for OCB expression.

The results of this study confirm that the application of a transformational leadership style alone does not directly result in increased OCB. A more comprehensive approach is needed, including improving the quality of the work environment, strengthening employee satisfaction and commitment, and creating a reward system capable of encouraging OCB behavior. However, these results contradict the opinion expressed by Lubis (2020), who stated that a leadership style that can motivate employees to perform well through providing direction, good work examples, and emotional support is an example of the application of a transformational leadership style. This transformational leadership style can be a triggering factor for the formation of OCB behavior in each employee. In addition, the results of this study are in accordance with research conducted by Sri Handayani et al., (2018) who said that management needs to consider the application of a transformational leadership style including inspirational motivation, individual attention, intellectual stimulation, and ideal influence to encourage and improve OCB.

The Influence of Transformational Leadership Style on Job Satisfaction

Statistical testing results indicate that transformational leadership has a very strong and positive relationship with job satisfaction. This means that the more effective the implementation of transformational leadership, the higher the level of employee job satisfaction. Job satisfaction in this study was measured using five indicators: salary and services received, opportunities for promotion and personal development, relationships with coworkers, satisfaction with superiors, and a sense of love for the job.

Job satisfaction experienced by Pharmaceutical Installation employees not only improves the performance of their primary duties but also encourages a willingness to undertake activities beyond formal responsibilities. Satisfied employees generally demonstrate greater motivation to voluntarily participate in various operational activities. One manifestation of this contribution is their willingness to help new employees adapt to the work environment and provide guidance to students undergoing internships (Maharani, 2017).

The application of a transformational leadership style that effectively builds a work team results in employees feeling empowered to work together and fostering a harmonious atmosphere in providing pharmaceutical services. Furthermore, they feel satisfied with the mutual assistance shown in completing assigned tasks, salaries commensurate with their competencies, and the fact that most of them are satisfied with the timely provision of service allowances.

Furthermore, this research is supported by Lan and Chong's (2015) study, "The Mediating Role of Psychological Empowerment Between Transformational Leadership and Employee Work Attitudes," which showed that leaders who implement this style are able to build trust and awareness of the importance of individuals' roles in organizational success. Transformational leadership creates a positive work environment, fosters self-confidence, and motivates individuals to exceed expectations and achieve job satisfaction, which encourages the emergence of OCB behavior.

The Influence of Job Satisfaction on Organizational Citizenship Behavior (OCB)

The results of statistical tests on testing the hypothesis of the influence of job satisfaction on OCB shows a very strong positive relationship, indicating that the higher the job satisfaction, the better the OCB behavior. This research aligns with research conducted by Sri Handayani et al., (2018), which states that the higher the job satisfaction felt by employees, the better their performance. OCB not only plays a role in increasing job satisfaction but also has a direct impact on improving employee performance. Therefore, to achieve optimal performance, companies need to encourage the formation of OCB behavior among employees, namely behavior that goes beyond the tasks outlined in job descriptions and is supported by a strong collective work system. This condition can be achieved when pharmaceutical employees perceive fair treatment from their superiors and the organization where they work. When employees feel satisfied with their work, their motivation to contribute more, such as helping colleagues, maintaining a positive work environment, or presenting new ideas that support the achievement of organizational goals, increases.

Organizational Citizenship Behavior (OCB) is voluntary behavior that supports organizational effectiveness without formal demands, but employees with high levels of job satisfaction do so willingly (Lubis, 2020). They view these activities as part of their professional development and as an effort to create a more collaborative and supportive work environment. With this work culture, the Bahteramas Regional Hospital Pharmacy Unit can improve work efficiency, strengthen relationships between employees, and create a more positive and productive work atmosphere.

Indirect Effect Testing

These findings align with the transformational leadership theory proposed by Iskandar (2019), which states that transformational leaders are able to motivate, inspire, and address the individual needs of employees, thereby increasing their job satisfaction. High job satisfaction, in turn, encourages employees to exhibit extra-role behaviors such as OCB, which is voluntary behavior that supports the achievement of organizational goals. Furthermore, the results of this study are consistent with previous findings, such as those by Bilgen et al. (2020), which showed that job satisfaction can serve as an important mediator in the relationship between transformational leadership style and OCB. These findings reinforce the notion that transformational leadership not only directly impacts employee behavior but also influences that behavior through increased job satisfaction. This study confirms the importance of the role of job satisfaction as a connecting mechanism that strengthens the positive influence of transformational leadership style on OCB, so that organizations can maximize employee potential through the implementation of an inspirational leadership style that is oriented towards employee welfare.

CONCLUSION

Based on the results of research that has been conducted using the smart PLS4 statistical test, it can be concluded that a transformational leadership style can improve Organizational Citizenship Behavior (OCB) by achieving good job satisfaction among employees of the Bahteramas Regional Hospital Pharmacy Installation.

REFERENCES

- Abdillah, W., & Jogiyanto. (2015). Partial Least Square (PLS) Alternatif Structural Equation Modeling (SEM) dalam Penelitian Bisnis. Title. C.V Andi Offest
- Afandi, P. (2018). Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator). Zanaf Publishing. Riau
- Aldrin, N., & Yunanto, K. T. (2019). Job Satisfaction as a Mediator for the Influence of Transformational Leadership and Organizational Culture on Organizational Citizenship Behavior. *The Open Psychology Journal*, 12 (1), 126 – 134
- Bilgen Ozluk, Ulku Baykal. (2020). Organizational Citizenship Behavior among Nurses: The Influence of Organizational Trust and Job Satisfaction. *Florence Nightingale Journal of Nursing*. Istanbul University
- Dessler, Garry. (2017) Manajemen Sumber Daya Manusia, Edisi kesembilan. Indek Kelompok Gramedia. Jakarta
- Ghozali, Imam., & Latan, H. (2020). Partial Least Squares: Konsep, Teknik, dan Aplikasi Menggunakan Program SmartPLS 3.0 (2nd ed.). Badan Penerbit – Undip
- Hair, Joseph F., G. Tomas M. Hult, Christian M. Ringle, and Marko Sarstedt. (2019). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). 2nd ed. Thousand Oaks, CA: SAGE Publications
- Hermanto, H., Setiawan, D., & Lestari, P. (2024). Transformational leadership and its impact on organizational citizenship behavior: The mediating role of job satisfaction. *Indonesian Journal of Management Studies*, 7(1), 33–48.
- Ingenida Hadning, M. T. Ghozali, Adam Layland, Danu Umbara, Riza Lukluk. (2022). The Effect of Leadership Style on the Performance of Pharmaceutical Personnel in the Local Hospitals in Yogyakarta. *Macedonian Journal of Medical Sciences*
- Iskandar, Y., & Andriani, I. (2019). Gaya kepemimpinan transformasional dan kepuasan kerja pada pekerja BUMN. *Jurnal Psikologi*, 12(2), 123–135
- Lan, XM and Chong, WY. (2015). The mediating role of psychological empowerment between transformational leadership and employee work attitudes, *Procedia-Social and Behavioral Sciences*, Vol. 172 No. 27, pp. 184-191

- Lubis, Doni Maulana. (2020). Pengaruh Kepuasan Kerja dengan Organizational Citizenship Behavior pada Karyawan RS Pertamina Pangkalan Brandan. *Jurnal Penelitian Pendidikan, Psikologi Dan Kesehatan (J-P3K)* 2020, Vol. 1 (No. 2) : 109-118
- Maharani, V., Surachman., Sumiati., Sudiro, A. (2017). The Effect of Transformational Leadership on Organizational Citizenship Behavior Mediated by Job Satisfaction and Organizational Commitment (Studi at Islamic Bank in Malang Raya). 14, 0972-9380.
- Muhammad Umar Data. (2023). Analisis Perilaku Karyawan Berdasarkan Gender pada Dimensi Organizational Citizenship Behavior di Perusahaan Daerah Air Minum. *Journal Management, Business, and Accounting* p-ISSN 2086-5090, e-ISSN: 2655-826 Vol. 22, No. 3, Desember 2023.
- Sihombing, P.R, Arsanai, A.M, Oktaviani, M. et all. (2024). Aplikasi Smartpls 4.0 untuk Statistisi Pemula. Minhaj Pustaka 2024. Tangerang, Banten
- Pradeep Yanamala, Amruta Deshpande. (2023). Impact of Transformational Leadership Style on Customer Satisfaction During the COVID-19 Pandemic with Organizational Citizenship Behaviour as a Mediator in India's Pharmaceutical Industry. *Journal of the Knowledge Economy*
- Permenkes. (2016). Peraturan Menteri Kesehatan Republik Indonesia Nomor 72 Tahun 2016 Tentang Standar Pelayanan kefarmasian di Rumah sakit. Kementrian Kesehatan Republik Indonesia. Jakarta
- Rozien, M., Bin, Z., & Rahman, A. (2020). Leadership Style for Generation Y in Today's Workforce, a Case of Malaysia. *Journal of International Business and Management*, 3(4), 1–11
- Sanjaya, B. (2021). Pengaruh stres kerja terhadap kepuasan kerja karyawandengan dukungan sosial sebagai variabel moderasi. *Jurnal Ilmu Manajemen*, 9(3), 886-895.
- Siregar, M. (2021). Penerapan gaya dan pendekatan kepemimpinan untuk kepemimpinan yang efektif. *Alignment : Journal of Administration and Educational Management*, 4(2), 246–252
- Sri Handayani, Udin, Ahyar Yuniawan, Tri Wikaningrum & Sri Supriyati. (2018). Investigating The Link Between Transformational Leadership, Psychological Empowerment, Affective Commitment And Organizational Citizenship Behavior In The Pharmaceutical Sector Of Indonesia. *IJPSR* (2018), Volume 9, Issue 2