

Moderating Role of Organizational Citizenship Behavior on the Effect of Transformational Leadership, Job Satisfaction, Organizational Commitment on Employee Performance

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Abstract: Examining how organizational citizenship behavior (OCB) moderates the relationship between transformational leadership (TL), job satisfaction (JS), organizational commitment (OC) and employee performance (EP) is the primary goal of this research. Descriptive statistics and causality analysis form the backbone of this quantitative study's methodology. Questionnaires were distributed using proportional sampling using nonprobability sampling approaches for data collection, which was then processed using SmartPLS version 4. A total of 244 participants, all of whom were employed by the SOE electronic industry in Indonesia, participated in this research. There was a favorable and statistically significant relationship between employee performance and transformational leadership, work satisfaction, and organizational commitment. OCB moderates the relationship between transformational leadership and job satisfaction on employee performance, with a moderate effect size. OCB moderates employees' commitment to the organization but has little impact on their productivity.

Keywords: Organizational Citizenship Behavior, Transformational Leadership, Job Satisfaction, Organizational Commitment and Employee Performance

Introduction

Whether or whether a company can accomplish its objectives is directly related to the quality of its human resources (Pangkerego, 2023). According to Suherman, Farobi, et al. (2024), a company's people resources are its most valuable asset since they help bring the company's vision, mission, and goals to life.

In today's world of fast-paced globalization and intense rivalry, the ability to adapt to new circumstances is a must for every firm. Because their performance is directly correlated to the organization's future success or failure, it is in everyone's best interest for businesses to choose people who are competent, professional, enthusiastic, and loyal to the company (Pangkerego, 2023).

As it stands, Indonesia isn't well prepared to deal with the challenges posed by the technical advancements brought about by the fourth industrial revolution; in fact, it's more like a newborn baby. In this technologically advanced period known as the "Industrial Era 4.0," many government systems in Indonesia rely on the Internet. When it comes to industrial and infrastructural electronics, state-owned enterprises (SOEs) are always at the forefront of innovation and adaptation. The development of innovations and technologies that assist in the transformation of the defense sector remains a top priority for state-owned enterprises (SOEs), who strive to strike a balance between economic, social, and environmental functions. Indonesian state-owned electronics companies play a significant role in technological advancement. Indonesia is also seeing several technological, commercial, and industrial advancements as it enters the 4.0 industrial revolution. To prepare for the fourth industrial revolution, it's important to look into the six pillars of driver production: innovation and technology readiness, human resources, institutional framework, sustainable resources, demand circumstances, and global trade and investment (Suhartoko, 2023).

Companies must be ready to deal with both the good and bad effects of transformation if they choose to do so. The organization's core strategy, along with its human resources and infrastructure, will need to be altered in response to these developments. The human resources department has a role in how well state-owned electronics companies (SOEs) accomplish their objectives. How Indonesian state-owned electronics companies (SOEs) can boost their HR

performance is a major concern in HR management. Individual Performance Goals (PIGs) established at the start of the year serve as a benchmark for evaluating employee performance levels at Indonesian SOEs operating in the electronics sector. The five levels are as follows: outstanding, good, fair, and inadequate. From 2021 to 2023, the top two performance levels ("Excellent" and "Very Good") saw a decline. The "Good," "Fair," and "Deficient" categories, on the other hand, have grown, suggesting that the distribution of performance is moving towards lower and intermediate levels.

It is not completely ideal, and there is variability in the attainment process, according to the findings of these performance measurements, which also suggest that the number of employees who do not fulfill work targets has increased. According to Ramdhan et al. (2022), to adapt to changing circumstances, it is necessary to reconstruct employee performance, which involves determining the elements that impact it. Employee performance levels can be influenced by numerous things. Ability and expertise, knowledge, work design, personality, motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, dedication, and discipline are some of the elements that impact employee performance (Kasmir, 2019).

Among the various factors impacting employee performance, leadership style plays a pivotal role. Decision-making is a crucial responsibility of leaders. When leading a group of people or an organization, a typical leader will use a certain style or approach. If a leader is good at what they do, they may persuade their followers to do what they want. According to Winarno et al. (2025), leaders and subordinates participate in an interaction that guarantees long-term involvement and performance.

An employee's level of job satisfaction is a component that influences their performance on the job. Because employee work satisfaction levels tend to fluctuate, SOEs in the electronics sector have not yet achieved an optimal level of job satisfaction. A major drop in job satisfaction in 2022 compared to previous years suggests an issue with the factors that influence employee happiness on the job. The satisfaction score rose to 3.52 in 2023, which is rather near the starting point from 2021. Although there was an improvement, workers' happiness on the job was still lower in 2023 than in 2021. This suggests that obstacles must be removed before workers' happiness on the job can stabilize.

There is a substantial correlation between job satisfaction and organizational commitment; this is evident when job satisfaction leads to increased commitment, but it can also have the opposite effect and cause individuals to feel less committed to their organization (Tania & Sutanto, 2013). Over the last three years, there has been some variation in the employee engagement score for electronics sector workers employed by state-owned firms. The degree of employee involvement was 3.78 in 2021 and 3.21 in 2022, suggesting a decline in engagement. Despite a small rise to 3.52 in 2023, this number is still below what is considered ideal. According to the statistics, employee involvement in electronics SOEs is wobbly and has not yet reached the maximum anticipated level of 5.

Given the importance of employees' ability to work efficiently and effectively, organizations need to evaluate their performance. This is because people who can work well and quickly are in high demand. Businesses aspire to have workers who are prepared to go above and beyond the call of duty. According to Agustin et al. (2023), this idea is more commonly referred to as organizational citizenship behavior. Both internal (e.g., employee commitment and satisfaction) and external (e.g., leadership or the company culture system) elements might impact organizational citizenship behavior (OCB) (Suswati et al., 2021). Organizational citizenship behavior (OCB) is crucial for evolving businesses. The ability to adjust to new situations and boost productivity are both facilitated by OCB behavior in the workplace (Azizah, 2024).

These are the questions that the study aims to answer: How does TL affect employee performance in electronic sector SOEs in Indonesia?, how does JS affect employee performance at SOEs in the electronics sector in Indonesia?, how does OC affect employee performance at SOEs in the electronics sector in Indonesia?, how does OCB moderate the effect of TL on employee performance at SOEs in the electronics sector in Indonesia?, how does OCB moderate the effect of JS on employee performance at SOEs in the electronics sector in Indonesia?, how does OCB moderate the effect of OC on employee performance at SOEs in the electronics sector in Indonesia?.

Literature Review

TL

One way to get a handle on leadership as a concept is to observe and analyze the traits, habits, and approaches of those in charge. One definition of leadership is the capacity to guide one's followers to take the actions necessary to accomplish set objectives. Leadership style, method, and kind all have a significant impact on management effectiveness and productivity (Syahril, 2019). The goal of transformational leadership (TL) is to inspire positive behavior change in workers so that they can exceed expectations in their work. There is a strong correlation between transformational leadership and employee performance because of the substantial impact that this leadership style may have on employees' work outcomes. Leaders should implement the TL model since it is the best method. Transformational leaders prioritize the well-being of their employees while still focusing on accomplishing organizational goals. Furthermore, they are powerful motivators who can shift perspectives, inspire team members, and propel the organization toward its stated objectives (Dira, 2022).

JS

JS is described as "the state of mind in which an individual works enthusiastically towards the accomplishment of predetermined organizational goals to derive the greatest possible personal fulfillment from such endeavors" (Malik Wicaksono et al., 2022). JS develops when leaders show interest, solicit feedback, and incorporate employees into decision-making to make them feel valued (Afuan et al., 2023). Simply said, JS is the degree to which workers enjoy or dislike seeing and doing their jobs. The five categories of job satisfaction that are commonly used to quantify employee job satisfaction are supervisor, career, salary, coworkers, and the job itself (Robbins & Judge, 2017).

OC

One way an employee can show his care for the well-being and success of his organization is by an attitude that demonstrates loyalty: organizational commitment (OC). The term "commitment" refers to both an attitude that shows how committed an employee is to their employer and a way of life wherein people show they care about the organization's future (Kazemi & Corlin, 2022). A company's vision and goal can be more effectively accomplished when employees show high levels of commitment by actively participating in decision-making, offering creative ideas, and working together with their colleagues (Cachón-Rodríguez et al., 2022). Affective commitment, continuation commitment, and normative commitment are the three OC components proposed by Allen and Meyer (1990).

OCB

"Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" is how Organ describes OCB in his book, as cited in Anit Somech and Izhar Oplatka (2015). OCB refers to actions taken by an employee that go beyond their primary duty but contribute to the organization's efficiency (Yusuf & Budi Ilham, 2020). Altruism, conscientiousness, sportsmanship, courtesy, and civic virtue are the five facets of OCB that Organ et al. (1988) identify. The organization can progress with the help of OCB behavior in its personnel. An employee's internal factors, such as commitment and satisfaction, and an external factor, like leadership or the corporate culture system, are the two main sources of influence on organizational citizenship behavior (OCB) (Suswati et al., 2021).

EP

EP is the end product of tasks completed by an individual or team acting within the scope of their assigned duties and responsibilities. EP is the end product of an employee's or team's efforts in carrying out the duties and obligations assigned to them. According to Mangkunegara, an employee's performance is defined as the amount and quality of work

produced while doing his job tasks. According to Santi and Isyanto (2023), performance indicators include things like being role responsible, timeliness, quality of work, quantity of results, and attendance.

Methodology

Research Produce and Sample

Quantitative methods combining descriptive and causality studies are employed in this area of study. Primary data utilized in this study came from questionnaires distributed using nonprobability sampling techniques and proportional sampling. There was a total of 244 participants drawn from the pool of Indonesians working in the SOE electronics industry. The main data for this study was collected through a questionnaire. Using SEM-PLS version 4, the analytical approach employs both the outer and inner models.

Table 1. Sample characteristic

	Characteristics	Frequency	Percentage
Gender	Female	95	39%
	Male	149	61%
Age	≤ 30 years	109	45%
	> 30 years - ≤ 40 years	115	47%
	> 40 years	20	8%
Last education	Associate Degree	38	16%
	Bachelor's Degree	196	80%
	Master's Degree	10	4%
	Doctoral Degree	0	0%
Length of service	≤ 5 years	73	30%
	> 5 years	171	70%
Division of work	Bid Management	3	1%
	Business Development & Global Partnership	3	1%
	Business Process Management	3	1%
	Corporate Safety & Security	6	2%
	Corporate Secretary	11	5%
	Corporate Strategic Planning	4	2%
	Engineering & Project Planning	46	19%
	Finance & Accounting	14	6%
	Governance, Risk Management & Compliance	2	1%
	Human Capital & General Affairs	14	6%
	Information System	11	5%
	Internal Audit	6	2%
	Market & Technology Development	6	2%
	Marketing & Sales Center	10	4%
	Portofolio Management	7	3%
	Project Deployment Center	70	29%
	Project Management Office	5	2%
	Quality Assurance	5	2%
	Strategic Transformation Office	2	1%
	Strategy Operation & Transformation	1	0%
	Supply Chain Management	11	5%

Research Result

Descriptive Analysis

People who took the survey thought highly of TL. Leadership has given clear directions based on job requirements, and managers and leaders have shown a strong commitment to putting the company's interests ahead of their own. They have also shown strong support for employees' efforts to gain confidence in their work and actively participate in problem-solving.

All of the JS measure's dimensions were rated as good by respondents. Workers seem to be satisfied with many parts of their jobs, according to this. In addition to having a competitive and, comparatively speaking, better compensation policy than other organizations, employees believe that their pay is proportional to the amount of responsibility and effort they put in.

Based on the responses, it appears that all aspects of OC are good. This demonstrates that workers have a solid emotional, practical, and moral connection to the company. Nonetheless, companies should keep working on plans to boost emotional involvement, offer better competitive perks, and establish a culture of accountability and loyalty if they want to see even higher levels of employee commitment.

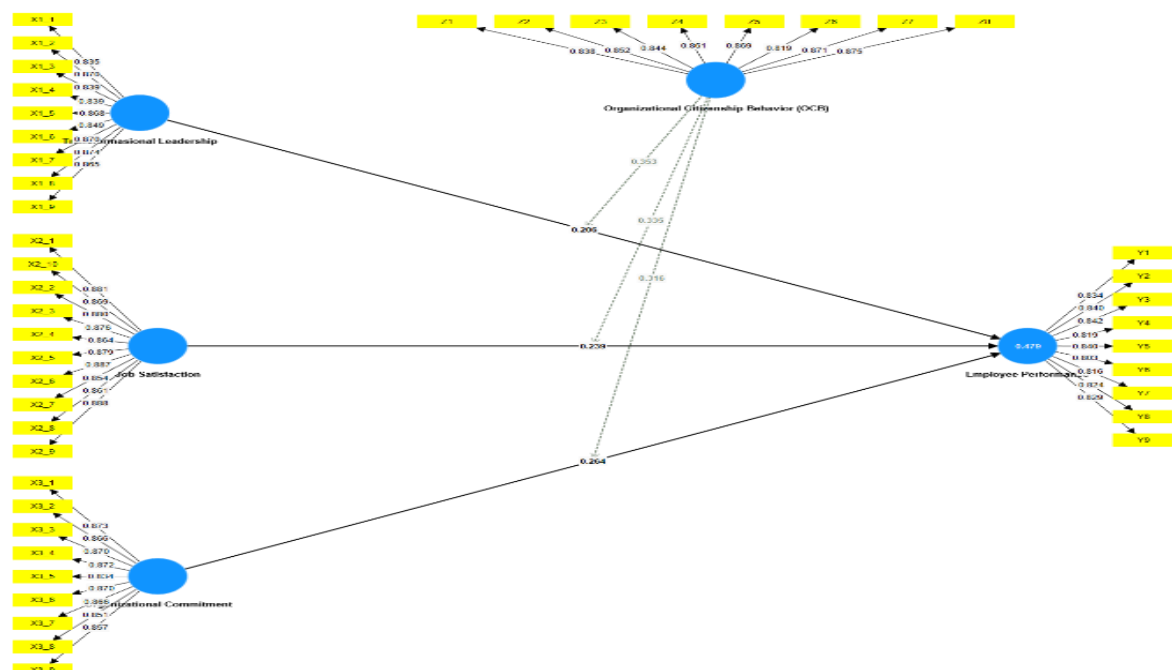
Many respondents placed a high importance on OCB. Staff members care about one another, put in long hours and are willing to sacrifice personal time if necessary to meet goals, are highly self-aware of the significance of following all company regulations, value positive relationships with coworkers, and do their best to avoid arguments that could cause tension on the job.

EP falls in between good and fair. This suggests that while workers do a decent job overall, there is room for improvement, particularly in terms of quantity, quality, and attendance. To minimize mistakes and keep the quality of work outcomes high, continuously achieve targets, and adhere to the company-set working hours, it is crucial to increase accuracy in work.

Outer Model

Model validity and reliability were assessed using the criteria of Convergent Validity, Discriminant Validity, and Composite Reliability. The results were derived from the outer model indicator test (Lamere et al., 2021).

Figure 1. Outer model



Convergent Validity

An indicator is considered to have strong validity and satisfies convergent validity criteria when both the outer loadings value and the average variance extracted (AVE) value are greater than 0.70 and 0.50, respectively (Chin & Tood, 1995).

Table 2. Outer loading

Variable	Item	Loading Factor > 0,70	Description
TL	TL1	0,835	Valid
	TL2	0,870	Valid
	TL3	0,839	Valid
	TL4	0,839	Valid
	TL5	0,868	Valid
	TL6	0,849	Valid
	TL7	0,870	Valid
	TL8	0,874	Valid
	TL9	0,865	Valid
JS	JS1	0,881	Valid
	JS2	0,869	Valid
	JS3	0,880	Valid
	JS4	0,876	Valid
	JS5	0,864	Valid
	JS6	0,879	Valid
	JS7	0,887	Valid
	JS8	0,854	Valid
	JS9	0,861	Valid
	JS10	0,888	Valid
OC	OC1	0,873	Valid
	OC2	0,866	Valid
	OC3	0,870	Valid
	OC4	0,872	Valid
	OC5	0,834	Valid
	OC6	0,870	Valid
	OC7	0,866	Valid
	OC8	0,851	Valid
	OC9	0,857	Valid
OCB	OCB1	0,838	Valid
	OCB2	0,852	Valid
	OCB3	0,844	Valid
	OCB4	0,861	Valid
	OCB5	0,869	Valid
	OCB6	0,819	Valid
	OCB7	0,871	Valid
	OCB8	0,875	Valid
EP	EP1	0,834	Valid
	EP2	0,840	Valid
	EP3	0,842	Valid
	EP4	0,819	Valid
	EP5	0,840	Valid
	EP6	0,803	Valid
	EP7	0,816	Valid
	EP8	0,824	Valid
	EP9	0,829	Valid

We may conclude that all indicators in this study variable have fulfilled convergent validity since, according to Table 2, the results of the outer loading test demonstrate that each indicator has an outer loading value > 0.70 .

Discriminant Validity

For a correlation to be considered valid, its value must be greater than 0.7. Achieving good discriminant validity is defined as an AVE value greater than the correlation value between the constructs. Ideally, the AVE number would be higher than 0.70 (Kurniatin & Mukhsin, 2023).

Table 3. Cross loading

Item	TL	JS	OC	OCB	EP
TL1	0,835	0,096	-0,025	0,066	0,051
TL2	0,870	0,059	0,000	0,028	0,153
TL3	0,839	0,099	-0,057	0,003	0,108
TL4	0,839	0,002	-0,018	-0,004	0,061
TL5	0,868	0,098	-0,047	0,025	0,144
TL6	0,849	0,057	-0,042	0,012	0,044
TL7	0,870	0,065	-0,030	0,061	0,138
TL8	0,874	0,098	-0,087	-0,007	0,088
TL9	0,865	0,048	0,019	0,029	0,076
JS1	0,078	0,881	-0,069	0,034	0,235
JS2	0,065	0,880	-0,118	0,002	0,210
JS3	0,051	0,876	-0,027	0,011	0,239
JS4	0,076	0,864	-0,091	0,030	0,214
JS5	0,085	0,879	-0,110	0,076	0,196
JS6	0,078	0,887	-0,144	0,046	0,223
JS7	0,081	0,854	-0,125	0,032	0,191
JS8	0,063	0,861	-0,132	-0,015	0,193
JS9	0,072	0,888	-0,139	0,022	0,166
JS10	0,088	0,869	-0,125	-0,085	0,186
OC1	-0,009	-0,048	0,873	-0,000	0,125
OC2	-0,057	-0,137	0,866	-0,019	0,167
OC3	-0,001	-0,059	0,870	0,010	0,299
OC4	-0,046	-0,136	0,872	-0,026	0,156
OC5	-0,031	-0,081	0,834	0,044	0,134
OC6	-0,028	-0,168	0,870	-0,049	0,191
OC7	-0,032	-0,138	0,866	-0,024	0,130
OC8	-0,043	-0,083	0,851	-0,011	0,140
OC9	-0,060	-0,108	0,857	0,013	0,184
OCB1	0,105	0,025	-0,012	0,838	0,091
OCB2	0,011	0,022	-0,009	0,852	0,063
OCB3	0,025	0,006	0,040	0,844	0,119
OCB4	0,028	-0,045	-0,004	0,861	0,120
OCB5	0,034	-0,001	-0,051	0,869	0,146
OCB6	-0,011	0,026	-0,013	0,819	0,094
OCB7	0,017	0,057	0,020	0,871	0,113
OCB8	-0,004	0,047	-0,015	0,875	0,136
EP1	0,119	0,222	0,179	0,110	0,834
EP2	0,121	0,187	0,188	0,106	0,840
EP3	0,123	0,215	0,201	0,072	0,842
EP4	0,080	0,239	0,208	0,118	0,819

EP5	0,111	0,203	0,166	0,134	0,840
EP6	0,078	0,201	0,124	0,130	0,803
EP7	0,129	0,166	0,188	0,116	0,816
EP8	0,097	0,140	0,173	0,118	0,824
EP9	0,109	0,178	0,153	0,105	0,829

The study's indicators have achieved good discriminant validity in constructing each variable, according to Table 3, which shows the results of the discriminant validity test.

Composite Reliability

When both the composite reliability and Cronbach's alpha values are more than 0.7 and 0.6, respectively, we say that a construct is reliable (Ghozali & Latan, 2015).

Table 4. Composite reliability & cronbach's alpha

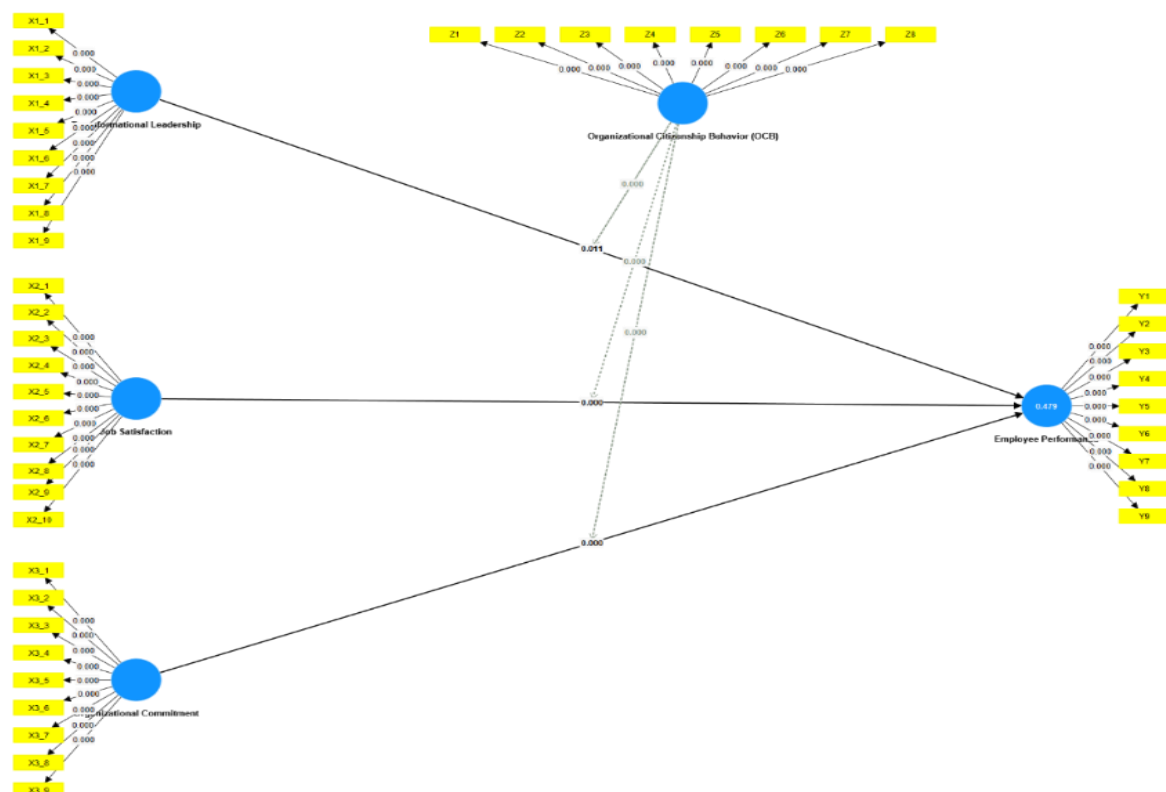
Variable	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average Variance Extracted (AVE)
TL	0,956	0,994	0,961	0,734
JS	0,966	0,969	0,970	0,764
OC	0,958	1,002	0,963	0,744
OCB	0,947	0,961	0,956	0,729
EP	0,942	0,945	0,951	0,684

Each construct or latent variable has a composite reliability and Cronbach alpha value higher than 0.60 and 0.70, respectively, as shown in Table 4. That each component satisfies the requirements for calculating composite reliability and that Cronbach's alpha is reliable is shown by this.

Inner Model

At each stage of testing, R-square, Q-square, and F-square were applied to the structural model (inner model).

Figure 2. Inner model



R-Square

The R-squared value falls into one of three categories: high influence (0.67), moderate impact (0.33), and weak influence (0.19). I (Ghozali & Latan, 2015).

Table 5. R-square

	R-square	R-square adjusted
EP	0,479	0,463

The R-squared value of 47.9%, or 0.479, indicates that TL, JS, and OC have a significant impact on EP, with OCB moderating the relationship (Table 5). Given this, we may say that the R-squared value is moderately influential.

Q-Square

If the model's Q-squared value is more than zero, it means it has predictive relevance. This study's Q-square value test results are displayed in Table 6 below.

Table 6. Q-square

	Q²predict	RMSE	MAE
EP	0,430	0,762	0,594

The Q²predict value of 0.430 is shown in Table 6. The results demonstrate that 43% of the variation in the research data is explicable by the model. This study's model only accounts for 57% of the total. The results show that the research model has a good goodness of fit.

F-Square

Ghozali (2018) states that while interpreting the F-Square value If the F-Square value is greater than or equal to 0.35, it indicates that the latent variable predictor has a high influence. A medium influence is indicated by an F-Square value between 0.15 and 0.35, while a moderate influence is indicated by an F-Square value between 0.02 and 0.15.

Table 7. F-square

	EP
TL	0,077
JS	0,106
OC	0,128
OCB X TL	0,294
OCB X JS	0,217
OCB X OC	0,144

From the data in Table 7, it can be concluded that the F-square test found that: TL has a weak effect on EP, JS has a weak effect on EP, OC has a weak effect on EP, OCB moderates TL has a moderate effect on EP, JS has a moderate effect on EP, and OC has a weak effect on EP.

Hypothesis Test

The study accepts the hypothesis if the p-value is less than 0.05 and rejects it if the p-value is more than 0.05 (Ghozali & Latan, 2015). Examine the t-table at alpha 0.05 (5%), which equals 1.96, to determine its significance level. As a next step, we compare the t-table to the t-count statistic.

Table 8. Hypothesis test

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistic	P Values	Description
H1 TL→EP	0,206	0,196	0,082	2,531	0,011	Accepted
H2 JS→EP	0,239	0,242	0,052	4,592	0,000	Accepted
H3 OC→EP	0,264	0,63	0,052	5,079	0,000	Accepted
H4 OCB x TL→EP	0,353	0,340	0,068	5,161	0,000	Accepted
H5 OCB x JS→EP	0,335	0,320	0,058	5,781	0,000	Accepted
H6 OCB x OC→EP	0,316	0,298	0,071	4,432	0,000	Accepted

Discussion, Implications and Conclusion

Discussion

When it comes to EP, TL has a good and substantial effect. Veliando & Yanuar (2021) and Rivai (2020) found that TL significantly and positively affects EP, lending credence to the findings of this study. The results show that the level of EP increases as the strength of a leader's TL style increases in a company or organization. In a positive and statistically meaningful way, JS affects EP. Research conducted by Atmaja (2022) corroborates the findings of this study. EP is greatly affected by JS. If workers are happy with their jobs, their EP will rise (in a linear fashion) thanks to employee JS, which will boost morale and productivity. When it comes to employee performance (EP), OC has a positive and statistically significant effect, while JS has the same effect. This study's findings that OC significantly affects EP are corroborated by those of Priharti and Marjati (2022). Employees are more likely to stay with the same organization if they are very committed to it (Atturizky & Ekhsan, 2024). When employees are highly committed, they are more likely to work harder, be more dedicated, and be more motivated to fulfill the company's goals.

There is a positive and significant influence of TL on EP which is moderated by OCB. In a study conducted by Wulandari and Prayekti (2022), it was stated that OCB can be influenced by leadership that applies the concept of TL. This shows that TL not only has a direct impact on improving EP, but this influence becomes stronger when supported by OCB behavior in the company. There is a positive and significant influence of JS on EP which is moderated by OCB. In a study conducted by Widodo (2019), it was stated that OCB can moderate the influence of JS on EP. The attitude of OCB can influence performance because it depends on the satisfaction of the employee. Employees who have a high level of satisfaction and also have a strong OCB attitude tend to care more about the interests of the company and are more ready to help coworkers achieve common goals.

There is a positive and significant influence OC on EP which is moderated by OCB. In a study conducted by Kurniawati and Wahyudi (2015), it was stated that OCB significantly moderates the influence of work commitment on EP. Working with a very high commitment will make employees more enthusiastic about working, helping each other, and being able to work well together (Agustin et al., 2023).

Theoretical Contributions

As a theoretical matter, this study's findings contribute to the growing body of work on social exchange theory (SET). One of the most significant ideas in the field of understanding behavior in the workplace is SET, as stated by Cropanzano and Mitchell, (2005). Individual relationships are seen by social exchange theorists as little more than a means to an end (Winarno & Silvianita, 2024). According to social exchange theory, one's behavior is contingent upon the approval of others. According to social exchange theory, an employee's OCB rises in direct proportion to how much they feel supported by their employer. According to research by Lailiy and Afrianty (2017), when employees feel encouraged, they are more likely to act in a way that benefits the organization. Conflict and bad behavior on the job can be diminished through positive social interaction. There will be an uptick in knowledge sharing, productivity, and civic engagement among workers, all

of which are good for companies.

Practical Contributions

The study's findings have practical implications for leaders, who should be aware of the power of TL to shape workers' perspectives on the job. Leaders who can put TL values into practice will foster an atmosphere that encourages the development of high JS. Among the things that influence EP is the level of employee satisfaction. Employees with high JS also tend to have a positive outlook on their jobs, which makes for a more pleasant and productive workplace overall. When employees are happy in their roles, they are more invested in the company's success and are more likely to go above and above in their work. This is why JS and OC are so closely related. Also, they will be more likely to exhibit OCB behavior with a strong dedication, which is good for the company's efficiency.

The importance of OCB as a moderator in enhancing the connection between TL, JS, and OC to EP is one of the study's key findings. Employees who scored higher on the OCB scale were also better able to maximize the impact of TL, JS, and OC on their productivity, as opposed to those who scored lower. The beneficial effect of these factors on EP is amplified by OCB, to rephrase. Thus, companies should enhance their human resource management strategies to make them more effective.

Conclusion

This study set out to investigate the moderating role of OCB in the relationship between TL, JS, and OC as it pertains to EP. According to the findings, TL, JS, and OC significantly impact EP. OCB acts as an intermediary that fortifies the bond between TL, JS, and OC regarding EP. Highly OCB employees go above and beyond the call of duty to assist colleagues and contribute significantly to the success of the companies. A more significant favorable effect of TL, JS, and OC on EP is achieved with OCB.

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