

INFLUENCE OF PSM, GOAL CLARITY, JOB SATISFACTION, AND LEADER-MEMBER EXCHANGE ON OCB: MEDIATING ROLE OF EMPLOYEE ENGAGEMENT

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ABSTRACT

Introduction: This study examines the impact of Public Service Motivation (PSM), goal clarity, job satisfaction, and leader-member exchange (LMX) on Organizational Citizenship Behavior (OCB), with employee engagement as a mediating variable. Grounded in the Job Demands–Resources (JD-R) model and Social Exchange Theory (SET), the research examines how motivational resources, role clarity, and relational quality foster engagement and, in turn, promote discretionary behaviors in public sector settings, particularly among immigration officers.

Methods: Using a quantitative approach, data were collected from 368 immigration officers working in the immigration checkpoints division at four Class I Special Immigration Offices in Indonesia. A purposive sampling technique was applied, and covariance-based structural equation modeling (CB-SEM) was used to analyze relationships and test the mediating effect of employee engagement.

Results: PSM, goal clarity, and LMX significantly influence OCB directly, while job satisfaction impacts OCB only through employee engagement. Employee engagement acts as a critical mediator, enhancing the effects of these variables on OCB. The results highlight the importance of employee engagement in transforming job satisfaction into meaningful organizational contributions.

Conclusion and suggestion: The findings underscore the central role of employee engagement in translating PSM, goal clarity, job satisfaction, and LMX into voluntary, value-adding actions. For public sector managers, strategies to strengthen engagement by enhancing PSM, clarifying goals, fostering supportive leadership, and improving job satisfaction are essential for sustaining OCB, especially in high-pressure and disruption-prone service environments.

INTRODUCTION

Delivering optimal public service hinges on understanding the factors that inspire employees to exceed their formal job responsibilities. Public service quality is a fundamental right stipulated in Indonesia's Law No. 25 of 2009 on Public Services, which emphasizes equitable, efficient, and transparent service delivery. This law defines public service as a series of activities aimed at fulfilling service needs based on legal provisions for every citizen and resident.

Aligned with Indonesia's Road Map for Bureaucratic Reform 2020-2024, outlined in the Regulation of the Minister of State Apparatus and Bureaucratic Reform No. 25 of 2020, the main goals of bureaucratic reform are categorized into three aspects: creating transparent and accountable bureaucracies, building high-capacity bureaucracies, and providing superior public services. The third objective, delivering excellent public services, emphasizes the importance of high-quality services that can be enhanced through clean and accountable bureaucracies and competent personnel. President Joko Widodo has further stressed that bureaucratic reform must create a work ecosystem that encourages achievement, performance, and innovation among civil servants, measured by clear indicators ([Sekretariat Kabinet Republik Indonesia, 2023](#)). This emphasizes the obligation of civil servants to ensure that every service provided meets established quality standards. In this context, Organizational Citizenship Behavior (OCB) becomes a critical element for organizations to respond to these challenges. OCB encourages employees to exceed formal role requirements ([Organ et al., 2006](#)).

Immigration officers, as key public servants under the Directorate General of Immigration, play a vital role in managing immigration checkpoints. They face significant operational demands, often inspecting thousands of travelers daily, while ensuring compliance with immigration policies. These challenges become particularly acute during operational disruptions. Such a disruption occurred on June 20, 2024, when the National Data Center was hacked by a cybercriminal group. The incident disrupted the immigration system, forcing checkpoints to revert from computerized equipment and immigration software to manual processing, which not only increased officers' workload but also heightened the risk of human error. This resulted in long queues due to prolonged immigration clearance processes at several locations, including Soekarno-Hatta Airport, I Gusti Ngurah Rai Airport, and Batam Centre Ferry Port.

In such scenarios, sustaining high-quality service delivery necessitates behaviors that go beyond formal job roles, making OCB indispensable. OCB encompasses voluntary and proactive behaviors, such as assisting colleagues and solving operational issues creatively, which support organizational performance even under adverse conditions ([de Geus et al., 2020](#); [Organ et al., 2006](#)). Events like the national data breach underscore the importance of readiness to handle unexpected disruptions affecting immigration

processes. Consistent with the recommendations of the 2022 Performance Report of Government Agencies (LKjIP) of the Directorate General of Immigration, it is essential to ensure optimal service delivery even under challenging circumstances ([Direktorat Jenderal Imigrasi, 2022](#)).

The importance of fostering OCB in public service institutions has been widely recognized, especially given the increasing scrutiny and high expectations placed on public organizations to perform efficiently ([Hameduddin & Fernandez, 2019](#)). The need for such behaviors is not unique to Indonesia. Internationally, similar studies have observed the importance of OCB during times of crisis. For instance, [Vigoda-Gadot & Beerli \(2012\)](#) found that civil servants who exhibited high OCB were more effective during periods of political and operational uncertainty. Similarly, [Zhang et al. \(2020\)](#), in a study of frontline public health workers in Wuhan during the COVID-19 outbreak, found that work engagement significantly mediated the relationship between job resources and OCB. Their findings highlight that engagement plays a crucial role in enabling employees to display extra-role behaviors even under extreme operational pressure, reinforcing its relevance in public service environments affected by crisis.

Studies have identified factors such as public service motivation (PSM), goal clarity, job satisfaction, and leader-member exchange (LMX) as significant predictors of OCB ([Caillier, 2016](#); [Ingrams, 2020](#); [Kim, 2007](#); [Ng et al., 2021](#)). However, previous research has predominantly examined these variables in isolation or as direct predictors of OCB, without exploring how employee engagement acts as a mediating variable that bridges these antecedents to OCB, a relationship that can be explained through social exchange theory (Blau, 1964, as cited in [Cropanzano & Mitchell, 2005](#)), which suggests that favorable work conditions foster a sense of obligation, leading employees to reciprocate through higher engagement and discretionary behaviors. This notion is further reinforced by the job-demands-resources (JD-R) model ([Bakker & Demerouti, 2014](#)), which posits that when employees have access to sufficient resources such as clarity of goals, supportive leadership, and intrinsic motivation, they are more likely to experience work engagement. Despite the strength of these theoretical models, their application within the operationally intense and disruptive context of immigration services remains limited. This study, therefore, aims to fill that gap by examining how engagement operates as a mediating mechanism in the relationship between key organizational antecedents and OCB within the Indonesian Immigration Service.

Accordingly, this study aims to examine the effects of PSM, goal clarity, job satisfaction, and LMX on OCB, with employee engagement serving as a mediating variable. By investigating these relationships, the research contributes to the existing literature by offering a nuanced understanding of how these variables interact to influence OCB in a

public sector context, particularly under challenging operational conditions. The research questions guiding this study include: (1) Do PSM, goal clarity, job satisfaction, and LMX directly influence OCB? (2) Does employee engagement mediate the relationship between these antecedents and OCB?

LITERATURE REVIEW

Theoretical Background

To gain a deeper understanding of what drives employees to exceed their formal job responsibilities, this study draws on two foundational theories, the job demands-resources (JD-R) model and social exchange theory (SET). These theoretical lenses help establish a conceptual connection between organizational factors and OCB, positioning employee engagement as a key mediating mechanism.

The JD-R model explains how the availability of job and personal resources, such as clarity of goals, supportive leadership, and intrinsic motivation, can motivate employees to engage fully in their work (Bakker & Demerouti, 2014). When resources are sufficient to meet, employees tend to feel energized and committed, often leading to enhanced work performance and behaviors that go beyond their job descriptions, such as OCB (Bellamkonda et al., 2021; Kim, 2023). At the same time, social exchange theory (Blau, 1964, as cited in Cropanzano & Mitchell, 2007) provides a relational perspective, suggesting that when employees perceive fairness, trust, and organizational support, they are more inclined to reciprocate with positive behavior.

PSM has long been recognized as a core psychological resource that drives civil servants to act in ways that prioritize the public good over personal gain, that reflects a deep-rooted inclination to serve society and contribute to meaningful public outcomes (Perry, 1996). PSM consists of four dimensions: attraction to policymaking, commitment to public interest, compassion, and self-sacrifice (Perry, 1996). Individuals with high levels of PSM are more likely to invest their emotional, cognitive, and physical energies into their work, as their motivation aligns with organizational missions that aim to benefit the broader community (Scrimshire et al., 2023; Vandenabeele, 2009). Several studies have confirmed its positive relationship with OCB (Awan et al., 2020; Gnankob et al., 2022; Ingrams, 2020). PSM predicts OCB, as employees driven by a strong predisposition to serve the public are more likely to engage in extra-role actions such as helping colleagues, safeguarding organizational resources, offering suggestions, sharing information, and promoting the organization's image (Gnankob et al., 2022).

While early studies have primarily treated PSM as a direct antecedent of OCB, recent literature suggests that its effects may be mediated by internal motivational states like employee engagement (Ding & Wang, 2023). Vandenabeele (2009) demonstrated that job satisfaction and organizational commitment partially mediate the relationship

between PSM and self-reported performance, implying that PSM stimulates internal states that translate into work behaviors. A meta-analysis by [Ding and Wang \(2023\)](#) found consistent, cross-cultural evidence that PSM is positively associated with engagement, which is a motivational state characterized by vigor, dedication, and absorption ([Schaufeli et al., 2002](#)).

Goal clarity is crucial for reducing workplace uncertainty because it clarifies expectations and ensures employees' efforts are aligned with organizational goals (Locke & Latham, 1991). Research has shown that when employees clearly understand what is expected of them, they are more motivated and focused ([Pandey & Wright, 2006](#); [van der Hoek et al., 2018](#)). In studies on the public sector, goal clarity enhances employees' perception of meaningful work, a well-established antecedent of employee engagement ([Bellamkonda et al., 2021](#); [Fürstenberg et al., 2021](#); [Gruman & Saks, 2011](#)). Employees' perception of contributing to organizational goals motivates employees, which leads to improved performance and higher levels of work engagement ([Waychal, 2018](#)). Moreover, Goal Setting Theory at the individual level can be extended to explain other aspects of employee outcomes, such as voluntary organizational behaviors (OCB) ([Heine et al., 2023](#); [Ingrams, 2020](#)).

Job satisfaction is a pleasant or positive emotional state resulting from an individual's evaluation of their work or work experiences ([Locke, 1969](#)). In public organizations, job satisfaction is not only a key outcome but also a powerful driver of positive extra-role behavior ([Ng et al., 2021](#)). Satisfied employees are more likely to experience a sense of purpose, commitment, and emotional engagement in their work ([Yalabik et al., 2017](#)). Studies have shown that job satisfaction enhances the core components of engagement, vigor, dedication, and absorption, because it aligns intrinsic motivation with a favorable work context ([Palumbo, 2024](#); [Park & Johnson, 2019](#)). Employees who are satisfied with their work environment are more inclined to exhibit discretionary behaviors such as helping colleagues, promoting organizational interests, and adapting constructively to change ([Ingrams, 2020](#); [Ng et al., 2021](#)). This view is in line with social exchange theory (Blau, 1964, as cited in [Cropanzano & Mitchell, 2005](#)), which posits that positive work experiences create a psychological obligation to reciprocate through constructive and voluntary work behaviors.

LMX, introduced by [Graen and Uhl-Bien \(1995\)](#), refers to the quality of relationships between leaders and team members, characterized by trust, respect, and mutually beneficial interactions. High-quality LMX relationships are characterized by open communication, mutual support, and personal acknowledgment, fostering environments where employees feel psychologically safe and empowered ([Bang, 2011](#); [Graen & Uhl-Bien, 1995](#); [Tano et al., 2023](#)). According to social exchange theory, positive exchanges

between leaders and subordinates lead to reciprocal behaviors, where support and empowerment from the leader are repaid through higher engagement, characterized by vigor, dedication, and absorption (Hesmert & Vogel, 2024; Michel & Tews, 2016). In this regard, LMX operates as a job resource that enhances employee motivation and involvement (Brennan et al., 2024). Employees who perceive strong LMX relationships are more likely to feel valued and involved, which in turn improves their engagement with work (Aggarwal et al., 2020). The contribution of LMX to OCB is supported by research from Harris et al. (2014) and Ingrams (2020). Their studies found that in the public sector, high-quality LMX relationships are associated with high levels of discretionary behavior such as helping colleagues and going beyond formal job duties.

Employee engagement is the emotional, cognitive, and behavioral commitment employees have toward their work and organization, characterized by energy, enthusiasm, and focus (Kahn, 1990). It is influenced by three key factors: meaningful work, psychological safety, and psychological availability (Kahn, 1990; Kim, 2023). Engagement can be described through three dimensions: vigor (energy and resilience), dedication (enthusiasm and pride), and absorption (deep focus and immersion in work) (Schaufeli et al., 2002). In public service organizations, where employees often face rigid structures and limited resources, engagement acts as a vital motivational force that drives extra-role behavior (Kim, 2023). Previous studies suggest that engagement is influenced by organizational and psychological factors such as PSM, goal clarity, job satisfaction, and LMX (Bellamkonda et al., 2021; Ding & Wang, 2023; Hesmert & Vogel, 2024; Palumbo, 2024).

Engagement, in turn, is closely linked to OCB. Employees who are engaged tend to go beyond formal job requirements, demonstrating proactive and cooperative behaviors that benefit their colleagues and the organization (Kim, 2023; Newton & LePine, 2016). Sun and Yoon (2020) found that higher levels of engagement predicted greater OCB among employees. Their findings are reinforced by Kim (2023), who, in a study of Korean civil servants, identified a strong positive association between engagement and OCB. The Korean context provides important insight into how this relationship manifests within the public sector, further strengthening the engagement as a precursor to extra-role behavior across different bureaucratic environments.

According to Organ (1988:4), as cited in Ingrams (2020), OCB refers to voluntary actions undertaken by individuals that are not directly acknowledged or rewarded by the organization's formal reward system, yet contribute to the overall effectiveness of the organization. These behaviors are voluntary in nature, meaning they are not required by job descriptions, yet their presence enhances cooperation, reduces friction, and promotes a more effective work environment (Podsakoff et al., 2000). In the public service context, OCB is especially vital, as civil servants are expected to operate under pressure, navigate

bureaucratic constraints, and sustain service quality during disruptions, making voluntary efforts beyond formal roles, such as assisting colleagues, working overtime without compensation, or proactively addressing unforeseen issues as a key element of organizational resilience (Ingrams, 2020; Vigoda-Gadot & Beerli, 2012).

Hypothesis Development

Grounded in the JD-R model and Social Exchange Theory, this study proposes that specific organizational and psychological factors, namely Public Service Motivation (PSM), goal clarity, job satisfaction, and Leader–Member Exchange (LMX), which function as job resources that influence employee engagement, which in turn promotes OCB.

Public servants with high levels of PSM are intrinsically driven to serve society and contribute to meaningful public outcomes (Peretz, 2020). This intrinsic motivation enhances their emotional and cognitive connection to work, which naturally leads to increased engagement (Ding & Wang, 2023; Scrimshire et al., 2023).

H1: Public Service Motivation positively influences employee engagement.

When employees clearly understand their roles and objectives, they are more likely to experience psychological meaningfulness, direction, and purpose in their work, which fosters higher levels of engagement (Bellamkonda et al., 2021; Fürstenberg et al., 2021).

H2: Goal clarity positively influences employee engagement.

Job satisfaction, as a reflection of positive emotional experiences at work, encourages employees to invest their physical and psychological resources in their tasks, thereby increasing their engagement (Ng et al., 2021; Palumbo, 2024; Yalabik et al., 2017).

H3: Job satisfaction positively influences employee engagement.

High-quality relationships between leaders and subordinates marked by mutual trust and support create a sense of psychological safety and empowerment that enhances employee engagement (Brennan et al., 2024; Hesmert & Vogel, 2024).

H4: Leader–Member Exchange positively influences employee engagement.

Employees with strong public service values are more inclined to engage in citizenship behaviors as a form of fulfilling their intrinsic sense of duty and contributing beyond formal job roles (Awan et al., 2020; Ingrams, 2020).

H5: Public Service Motivation positively influences Organizational Citizenship Behavior.

Clarity in goals helps employees align their actions with organizational priorities and feel a sense of ownership in outcomes, which can motivate them to contribute beyond their prescribed roles (Heine et al., 2023; Ingrams, 2020).

H6: Goal clarity positively influences Organizational Citizenship Behavior.

While some studies found a positive association between job satisfaction and OCB (Ingrams, 2020; Ng et al., 2021), others indicate that job satisfaction needs to be channeled through a mediating variable to result in extra-role behaviors (Claudia, 2018; Haque et al., 2019). These inconsistent results highlight the importance of further examining this link within a specific institutional context. In light of these considerations, the present study proposes the following hypothesis:

H7: Job satisfaction positively influences Organizational Citizenship Behavior.

Employees who perceive strong leader–member relationships often develop a deeper identification with organizational values, which encourages them to engage in discretionary behaviors that support peers and organizational objectives (Ingrams, 2020; Tano et al., 2023).

H8: Leader–Member Exchange positively influences Organizational Citizenship Behavior.

Engaged employees are more likely to go beyond their formal responsibilities by displaying initiative, cooperation, and support for organizational functioning (Kim, 2023; Ng et al., 2021; Sun & Yoon, 2022).

H9: Employee engagement positively influences Organizational Citizenship Behavior.

Based on the JD-R framework, engagement functions as a motivational mediator that channels the influence of job resources into meaningful behavioral outcomes such as OCB. This mediating role is also supported by social exchange theory, which views engagement as a reciprocal response to positive work conditions.

H10: Employee engagement mediates the effect of Public Service Motivation on Organizational Citizenship Behavior.

H11: Employee engagement mediates the effect of goal clarity on Organizational Citizenship Behavior.

H12: Employee engagement mediates the effect of job satisfaction on Organizational Citizenship Behavior.

H13: Employee engagement mediates the effect of Leader–Member Exchange on Organizational Citizenship Behavior.

RESEARCH METHODS

Sample

This research is quantitative and uses a cross-sectional research design. The study population includes all individuals, events, or objects relevant for analysis and generalization. In this research, the population comprises Immigration Officers assigned to Immigration Checkpoints (TPI) across Immigration Offices in Indonesia, including those

holding General Functional Positions (JFU) or Specific Functional Positions (JFT). Immigration officers were chosen as the sample because each officer can serve hundreds of people per day, highlighting the significance of their role as public servants.

The sample is drawn from Immigration Checkpoint (TPI) in Class I Special TPI Immigration Offices, as these offices handle the highest number of crossings, making them representative of the overall population. The sampling technique applied is non-probability sampling, where population elements are selected based on specific criteria:

1. Civil servants (PNS) from the Directorate General of Immigration, Ministry of Law and Human Rights, with a tenure exceeding one year.
2. PNS in JFT or JFU non-structural roles assigned to TPIs in Class I Special TPI Immigration Offices.

The minimum sample size adheres to the guidelines provided by [Hair et al. \(2019\)](#), requiring at least five times the number of questionnaire indicators. With 71 indicators, the study necessitates a minimum of 355 respondents. This technique was chosen as the research focuses on respondents meeting specific criteria relevant to the study objectives. A total of 368 respondents who met the sample criteria participated in this study.

Data Collection

Primary data for this study were collected through a questionnaire distributed to Immigration Officers. The researcher utilized an online questionnaire design via Google Forms for efficiency and effectiveness in reaching various Immigration Offices across Indonesia. Data collection was conducted anonymously through an electronic questionnaire divided into two parts.

- Part One: Screening questions about employment status and demographic information such as age, gender, employee type, position, and office location.
- Part Two: Main questions addressing the research variables.

Secondary data was obtained from previous research, processed primary data from external sources, and information presented in articles, books, and websites. Additionally, internal data from the Directorate General of Immigration, such as government regulations, achievement reports, and organizational history, were used to complement the primary data.

Measures

To measure PSM, this study uses the PSM measurement scale developed by [Kim \(2009\)](#), which revises [Perry's \(1996\)](#) original scale. Perry's scale initially consisted of 24 items across four dimensions: attraction to policy making (APM), commitment to public interest (CPI), compassion, and self-sacrifice, representing rational, normative, and

affective motivations in PSM. Kim revised the scale to 14 items while retaining the four dimensions, adapting the indicators to address cultural and contextual differences.

To measure goal clarity, this research uses the measurement by [Sawyer \(1992\)](#). Sawyer measured goal clarity using five indicators: individual tasks and responsibilities, job goals and objectives, the relationship between work and overall unit goals, expected job outcomes, and aspects of work that lead to positive evaluations. [Sawyer \(1992\)](#) in his research describes that these indicators were developed from earlier literature, including definitions and measurements by [Kahn et al. \(1964\)](#) on role-related rights and responsibilities, and the scale by [Rizzo et al. \(1970\)](#). However, Sawyer revised and refined the existing scales to address issues such as positive-negative bias in statements and challenges in distinguishing between dimensions being measured. The redesigned items eliminated bias and were made more generic for applicability across various job types.

This study employs the overall job satisfaction scale (OJS) developed by [Cook et al. \(1981\)](#), which consists of five indicators to assess overall job satisfaction. Job satisfaction is defined as a positive emotional state resulting from an individual's subjective experiences with their work ([Wang et al., 2014](#)). It reflects the extent to which an individual's needs, expectations, and desires are fulfilled through their job.

Based on [Ingram's](#), the operationalization of the LMX variable focuses on the relationship between leaders and subordinates and how this relationship influences organizational behavior, including OCB. This approach is grounded in LMX theory, which emphasizes the importance of the quality of leader-subordinate relationships in fostering a supportive work environment.

The research sample, which consists solely of civil servants responsible for passport inspections at immigration checkpoints without including supervisors, serves as a justification for selecting the measurement instrument developed by [Ingrams \(2020\)](#). This instrument, despite measuring only employees' perspectives, is deemed appropriate for the context of this study. The measurement of LMX in this research is adapted to the context of social relationships in the workplace, ensuring its relevance to the dynamics of public sector organizations. [Ingrams \(2020\)](#) operationalized the LMX variable using six indicators, which describe the level of relationship between employees and their supervisors.

Employee engagement is measured using the three-dimensional engagement scale (17 items) developed by [Schaufeli et al. \(2004\)](#). In their research, [Schaufeli and Bakker \(2004\)](#) define engagement as a positive, work-related mental state characterized by vigor, dedication, and absorption. This variable is assessed using the Utrecht Work Engagement Scale (UWES), which captures these three dimensions.

To measure OCB, this research employs the measurement scale developed by [Podsakoff et al \(1990\)](#). [Podsakoff et al. \(1990\)](#) identified five key dimensions for measuring

OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These indicators were chosen for their relevance in describing voluntary employee behaviors that support the organization beyond formal requirements (Podsakoff et al., 1990).

RESULT AND ANALYSIS

Confirmatory Factor Analysis

Table 1. Validity and reliability test

First-order Constructs	Second-order	Indicator	SLF	CR	AVE
	Organizational Citizenship Behavior	Cons	0,76	0,83	0,51
		Spor	0,42		
		CV	0,72		
		Cour	0,8		
		Altr	0,8		
Conscientiousness		OCB1	0,63	0,8	0.44
		OCB2	0,66		
		OCB3	0,7		
		OCB4	0,72		
		OCB5	0,6		
Sportsmanship		OCB6	0,62	0.79	0.43
		OCB7	0,62		
		OCB8	0,77		
		OCB9	0,56		
		OCB10	0,67		
Civic Virtue		OCB11	0,76	0.80	0.51
		OCB12	0,91		
		OCB13	0,53		
		OCB14	0,58		
Courtesy		OCB15	0,6	0.86	0.56
		OCB16	0,74		
		OCB17	0,75		
		OCB18	0,83		
		OCB19	0,8		
Altruism		OCB20	0,81	0.90	0.65
		OCB21	0,84		
		OCB22	0,76		
		OCB23	0,84		
		OCB24	0,77		
Vigor	Employee Engagement	Vig	0,94	0,88	0,84
		Ded	0,97		
		Abs	0,91		
		EE1	0,81		
		EE2	0,84		

Table 1. Validity and reliability test

First-order Constructs	Second-order	Indicator	SLF	CR	AVE
		EE3	0,67	0.93	0.73
		EE4	0,77		
		EE5	0,74		
		EE6	0,86		
Dedication		EE7	0,8	0.88	0.56
		EE8	0,88		
		EE9	0,93		
		EE10	0,83		
		EE11	0,82		
Absorption		EE12	0,61	0.91	0,9
		EE13	0,81		
		EE14	0,75		
		EE15	0,72		
		EE16	0,7		
		EE17	0,86		
	Public Service Motivation	APM	0,84	0.83	0.62
		CPI	0,87		
		C	0,86		
		SS	0,83		
Attraction to Policy Making		PSM1	0,81	0.80	0.58
		PSM2	0,81		
		PSM3	0,8		
Commitment to Public Interest		PSM4	0,77	0.80	0.50
		PSM5	0,85		
		PSM6	0,65		
Compassion		PSM7	0,79	0.87	0.63
		PSM8	0,69		
		PSM9	0,77		
		PSM10	0,79		
Self-Sacrifice		PSM11	0,73	0.88	0.61
		PSM12	0,82		
		PSM13	0,77		
		PSM14	0,78		
Goal Clarity		GC1	0,78	0.88	0.59
		GC2	0,78		
		GC3	0,76		
		GC4	0,79		
		GC5	0,78		
Job Satisfaction		JS1	0,59	0.88	0.59
		JS2	0,76		
		JS3	0,73		
		JS4	0,89		
		JS5	0,85		

Table 1. Validity and reliability test

First-order Constructs	Second-order	Indicator	SLF	CR	AVE
Leader-Member Exchange		LMX1	0,84	0.87	0.52
		LMX2	0,78		
		LMX3	0,78		
		LMX4	0,78		
		LMX5	0,85		
		LMX6	0,84		

Table 1 shows the goodness of fit analysis. The result suggest that the model used in this research is perfect fit.

Table 2. Goodness of Fit Analysis

GoFI	Indicator	Reference	Test	Notes
Absolut Fit Indices	p value	p = 1 perfect fit	1	perfect fit
	Root Mean Square Error of	RMSEA 0,000 =	0	perfect fit
	chi-square	0 = perfect fit	0	perfect fit
	df	0 = perfect fit	0	perfect fit

The structural equation modelling (SEM) results reveal the relationships among PSM, Goal Clarity (GC), Job Satisfaction (JS), LMX, Employee Engagement (EE), and OCB. The model indicates that Employee Engagement (EE) is significantly influenced by PSM (0.3235), GC (0.1090), JS (0.3368), and LMX (0.2233), with an error variance of 0.2811 and an R^2 value of 0.7189, showing that 71.89% of the variance in EE is explained by these predictors.

$$EE = 0.3235 PSM + 0.1090 GC + 0.3368 JS + 0.2233 LMX + \varepsilon_1$$

$$R_{EE}^2 = 0.7189, \quad Var(\varepsilon_1) = 0.2811$$

Similarly, OCB is influenced by EE (0.4402), PSM (0.1873), GC (0.2487), JS (-0.05007), and LMX (0.1052), with an error variance of 0.3445 and an R^2 value of 0.6555, indicating that 65.55% of the variance in OCB is accounted for by these variables. These findings underscore the mediating role of EE in the relationship between PSM, GC, JS, LMX, and OCB, with EE emerging as the strongest predictor of OCB, highlighting its pivotal role in enhancing discretionary behaviors in the workplace.

$$OCB = 0.4402 EE + 0.1873 PSM + 0.2487 GC - 0.05007 JS + 0.1052 LMX + \varepsilon_2$$

$$R_{OCB}^2 = 0.6555, \quad Var(\varepsilon_2) = 0.3445$$

Hypothesis Testing

This study utilizes the CB-SEM analysis approach to test the hypotheses. It investigates the effects of PSM, goal clarity (GC), job satisfaction (JS), and LMX on OCB, both directly and indirectly through the mediation of employee engagement. The t-value, a critical statistical measure, is used to evaluate research hypothesis. In this study, a threshold of ± 1.65 is applied to determine significance. A positive t-value indicates a positive relationship between variables, whereas a negative t-value suggests a negative relationship, as illustrated in Figure 2. The t-values and the results of the mediation tests are presented in Table 4. Figure 1 and Table 4 present a summary of the hypothesis testing results, including both direct and indirect effects.

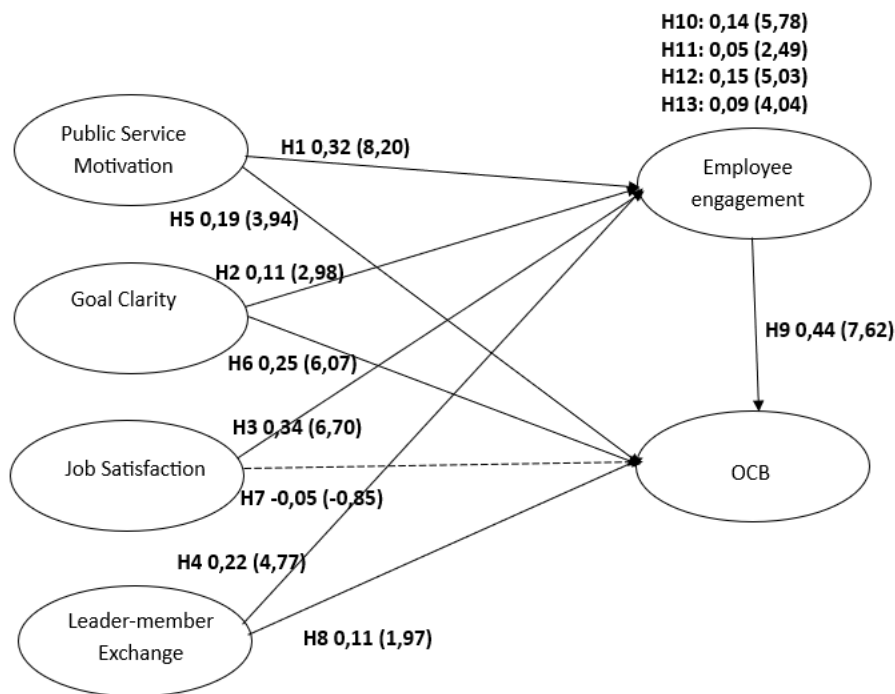


Figure 1. Path Result of Structural Model

Source: Data processed by Lisrel 8.8

Table 3. Hypothesis testing result

Hypothesis	Variable	t-value	Conclusion
H1	PSM → EE	8,20	Supported
H2	GC → EE	2,98	Supported
H3	JS → EE	6,70	Supported
H4	LMX → EE	4,77	Supported
H5	PSM → OCB	3,94	Supported
H6	GC → OCB	6,07	Supported
H7	JS → OCB	-0,85	Not Supported
H8	LMX → OCB	1,97	Supported

Table 3. Hypothesis testing result

Hypothesis	Variable	t-value	Conclusion
H9	EE → OCB	7,62	Supported
H10	PSM → EE → OCB	5,58	Supported
H11	GC → EE → OCB	2,77	Supported
H12	JS → EE → OCB	5,03	Supported
H13	LMX → EE → OCB	4,04	Supported

Source: Data processed by Lisrel 8.8

Discussion

This research reveals that job satisfaction does not exert a direct influence on OCB, a finding inconsistent with the conclusions of [Ingrams \(2020\)](#), which noted the positive effect of job satisfaction on OCB. Referring to [Podsakoff et al.'s \(1990\)](#) definition of organizational citizenship behavior as voluntary actions performed by employees beyond their formal job descriptions, which are not directly tied to the reward system but contribute to organizational effectiveness and development, it can be inferred that job satisfaction, primarily derived from reward systems provided by supervisors and the organization, is insufficient to motivate individuals to exhibit OCB. Therefore, mediation through employee engagement becomes a crucial element in linking job satisfaction to organizational citizenship behavior.

This indicates that job satisfaction provides a foundational positive outlook, it is the heightened emotional and cognitive involvement in tasks, fostered by employee engagement, that drives employees to perform discretionary behaviors beyond their formal obligations. Job satisfaction plays a significant role in enhancing OCB through the mediation of employee engagement. Satisfaction reflects the degree to which employees feel comfortable and fulfilled with various aspects of their work, influencing their emotional and cognitive involvement in tasks ([Palumbo, 2024](#)). The findings of this research align with previous research conducted by [Ng et al. \(2021\)](#) which similarly emphasized the indirect relationship between job satisfaction and OCB through the mediation of employee engagement.

While job satisfaction in this study was found to influence OCB only indirectly through employee engagement, PSM demonstrated both direct and mediated effects. This result is consistent with evidence from [Scrimshire et al. \(2023\)](#), showing that PSM strengthens employees' emotional and cognitive involvement in their work, which in turn fosters proactive and discretionary actions like OCB ([Kim, 2023](#)). This indicates that PSM plays a dual role. It directly enhances OCB and indirectly enhances OCB by increasing engagement. PSM directly impacts OCB by encouraging behaviors such as altruism and courtesy, reflecting employees' intrinsic desire to serve the public and enhance

organizational outcomes (Kim, 2007). Employees motivated by public service values actively contribute to organizational reputation and support colleagues (Ingrams, 2020).

A similar dual pathway was observed for goal clarity, which positively influenced OCB both directly and indirectly through engagement. This mechanism has been highlighted in the work of Bellamkonda et al. (2021) and Fürstenberg et al. (2021), who show that goal clarity is the antecedent of engagement. Clarity in goals reduces uncertainty, ensures alignment between individual contributions and organizational aims, and fosters a stronger sense of purpose (Fürstenberg et al., 2021). Goal clarity significantly influences OCB by providing employees with a clear understanding of expected outcomes and how their roles align with organizational objectives (Ingrams, 2020). In JD-R model, goal clarity serves as structural job resource, reducing cognitive strain and enabling employees to invest more energy in proactive and collaborative behaviors that benefit the organization (Bakker et al., 2023). Employees who understand their roles and their alignment with organizational goals are more likely to feel pride and enthusiasm, translating into proactive behaviors such as helping colleagues and maintaining workplace harmony (Bellamkonda et al., 2021; Ingrams, 2020; Kim, 2023).

Finally, LMX also show positive impacts OCB both directly and through the mediation of employee engagement. This finding supports Aggarwal et al. (2020) and Brennan et al. (2024) who note that supportive leader-member interactions functions as key social resources in the workplace. High-quality LMX relationships, characterized by supervisor support, task assistance, and conflict resolution, foster trust and collaboration, which enhance employees' engagement and discretionary behaviors (Aggarwal et al., 2020). The mediated pathway align with the principles of social exchange theory. As high-quality relationship build a sense of obligation to reciprocate through positive work behavior, including OCB (Cropanzano & Mitchell, 2005). Cropanzano and Mitchell (2005) explain that workplace relationships thrive on reciprocal exchanges, where trust, respect, and support encourage discretionary behaviors. Ingrams (2020) highlights that OCB is often amplified in settings where strong interpersonal connections exist, emphasizing the relational dynamics at the workplace.

CONCLUSION

Theoretical Implications

This research provides significant contributions to the theoretical understanding of OCB by integrating the constructs of PSM, Goal Clarity, Job Satisfaction, LMX, and Employee Engagement. By demonstrating the mediating role of employee engagement, the study highlights the dynamic interconnections among motivation, workplace relationships, and discretionary behaviors. This adds to the theoretical discourse by emphasizing the dual pathways, through which variables like PSM, Goal Clarity, and LMX influence OCB. Additionally, the study's finding

that Job Satisfaction impacts OCB only through engagement challenges traditional assumptions of a direct relationship, contributing to a nuanced understanding of the interplay between affective states and behaviors.

Managerial Implications

The findings of this study offer actionable insights for organizational leaders, particularly in public service sectors, to enhance employee engagement and foster OCB. First, organizations should leverage PSM by integrating public service values into their culture and recognizing employees' contributions to societal goals. Programs that align organizational objectives with employees' intrinsic motivations, such as training on the societal impact of their roles, can further strengthen this alignment.

Second, the importance of Goal Clarity in promoting OCB suggests that organizations must ensure clear communication regarding roles, responsibilities, and performance expectations. Regular feedback, team discussions, and transparent goal-setting processes can help employees better understand how their efforts contribute to organizational success, fostering engagement and proactive behaviors.

Third, the indirect relationship between job satisfaction and OCB underscores the need to enhance employee engagement as a bridge between affective states and discretionary actions. Organizations should focus on improving job satisfaction by providing career development opportunities, fostering a supportive work environment, and addressing workplace concerns.

Fourth, the critical role of LMX in driving both engagement and OCB highlights the importance of leadership development. Supervisors should be trained to build high-quality relationships through empathetic communication, effective conflict resolution, and consistent recognition of employee contributions. Creating an open and supportive leadership culture can significantly enhance trust and collaboration, motivating employees to exceed formal job requirements. By addressing these areas, organizations can cultivate a work environment that not only supports high engagement levels but also encourages behaviors that contribute to organizational effectiveness and service quality.

Limitation and Future Research

Several limitations must be acknowledged. First, the use of a cross-sectional approach limits the study's relevance to the specific time it was conducted, and results may vary if replicated at different times. Second, the negative and non-significant relationship between job satisfaction and OCB contrasts with most prior studies, likely due to differences in employee and organizational characteristics. Third, the model explains 65.55% of the variance in OCB, indicating the presence of other influencing factors not included in this study. Fourth, the measurement indicators of LMX assess only employees' perceptions of the superior-subordinate relationship, without considering how supervisors perceive the relationship. Consequently, the dyadic essence

of LMX, which requires mutual consideration, influence, and trust from both parties, is not captured. This significantly limits the ability to understand how in-groups and out-groups are formed and how the dynamics between them influence the overall quality of LMX.

Future research should consider a longitudinal or mixed-methods approach to validate and deepen insights from respondents for more robust and comprehensive results. Replication of this study in different public or private sector organizations is encouraged to examine the influence of PSM, goal clarity, job satisfaction, and LMX on employee engagement and OCB. Additionally, incorporating other variables grounded in social exchange theory and job-demand resources model could provide a richer understanding of how organizational social dynamics support discretionary behaviors.

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