

The Effect of Servant Leadership, and Psychological Empowerment on Organizational Citizenship Behavior Through Job Satisfaction as a Mediator

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ARTICLE INFO

DOI: 10.32832/jmuika.v16i3.20149

Article history:

Received:

31 Mei 2025

Accepted:

17 Juni 2025

Available online:

05 Oktober 2025

Keywords:

job satisfaction,
Organizational Citizenship
Behavior, Psychological
Empowerment, Servant
Leadership

ABSTRACT

Human resources (HR) are the key to organizational success, where organizational citizenship behavior is influenced by servant leadership, psychological empowerment, and job satisfaction. This study aims to analyze the influence of servant leadership and psychological empowerment on organizational citizenship behavior (OCB) with job satisfaction as a mediating variable at PT Metrocom Global Solusi. A quantitative approach was used with a saturated sample technique, involving the entire population of 133 employees as respondents. Data were collected through questionnaires and analyzed using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method. The results indicate a positive and significant effect of servant leadership on OCB and job satisfaction. Psychological empowerment shows a positive and significant influence on job satisfaction and OCB. Job satisfaction demonstrates a positive and significant effect on OCB. Job satisfaction can act as a mediating variable between servant leadership and psychological empowerment toward OCB. The implications of these findings are the importance of implementing servant leadership and psychological empowerment in organizations to enhance job satisfaction, which in turn promotes the growth of OCB as a positive contribution of employees toward achieving organizational goals.

1. INTRODUCTION

Human Resources (HR) are a critical asset that drives organizational success. Among various aspects of HR behavior, Organizational Citizenship Behavior (OCB) has been recognized as a key contributor to enhancing organizational effectiveness. OCB refers to voluntary, extra-role behavior demonstrated by employees, which supports the social and psychological environment of the organization. One of the companies that has diverse resources is PT Metrocom Global Solusi is a technology company based in South Jakarta specializing in system integration, software development, and IT infrastructure. In the era of digital transformation, the company faces high demands for innovation and employee agility. These challenges underline the importance of developing leadership and empowerment strategies to foster proactive employee behavior such as OCB. In addition, the company collaborates with global and local technology providers to always deliver relevant and reliable solutions, while continuously developing team competencies to achieve optimal results. Organizational citizenship behavior (OCB) is behavior that individuals do beyond the expected role, this behavior is able to increase the effectiveness of existing functions at Syahrul Nur Rizky & Hadi Sunaryo, (2018) OCB can be applied to private organizations Chusnul Izha Rahmatus Sholikhah, (2022) or public Public organizations serve various types of needs or services needed by the community ranging from the service of goods and services. Likewise, PT Metrocom Global Solusi is a public institution. In the Community Development sector, there are various types of services available for development and construction, such as tourism development centers and community development coordination.

Organizational citizenship behavior (OCB) is influenced by several factors, one of which is servant leadership. Servant leadership is a leadership style that is very concerned about the development of life and communication of its followers starting from the desire to serve Denny et al., (2023) In a leadership crisis situation where the trust of organizational members in a leader decreases, a leadership model called servant leadership was developed. Servant leaders usually go directly to the field to build and encourage their employees to continue to develop and provide assistance if employees experience difficulties in the organization (Chusnul Izha Rahmatus Sholikhah, 2022)

Empowerment is considered a very important concept in an organization because it has the potential to have a beneficial effect on individuals and organizations. Psychological empowerment as an intrinsic motivation that is manifested in four employee cognitions of their job roles. Other research on organizational citizenship behavior, one of which is the effect of psychological empowerment on organizational citizenship behavior, there is research saying that psychological empowerment is positive for organizational citizenship behavior (Chusnul Izha Rahmatus Sholikhah, 2022)

Dewi & Suwandana (2016) state that job satisfaction is a positive feeling about a job which is the result of an evaluation of several characteristics. A person with a high level of job satisfaction shows a positive attitude towards his job. Satisfied employees will be more able to speak positively about the organization, help others and far exceed the norm expectations from work.

A person who feels satisfaction at work will certainly make every effort with all his abilities to give his best performance to the organization where he works by completing his job duties as well as possible. In fact, satisfied employees will have a willingness to do more than their formal responsibilities. The willingness of employees or volunteers to help their colleagues outside the job description is known as organizational citizenship behavior (OCB).

The phenomenon that occurs at PT Metrocom Global Solusi, especially in the face of digital transformation needs and demands to provide innovative solutions, can be linked to the concepts of servant leadership and psychological empowerment in improving employee performance. In this context, the application of servant leadership, which emphasizes leadership that serves and supports the needs of employees, and psychological empowerment, which provides a sense of control and influence over their work, can strengthen job satisfaction. High job satisfaction, in turn, has the potential to increase Organizational Citizenship Behavior (OCB), which includes positive contributions, cooperation, and greater commitment to the organization. This phenomenon suggests that by integrating servant leadership and psychological empowerment, PT Metrocom Global Solusi can create a work environment that supports job satisfaction, which leads to increased OCB, ultimately contributing to the company's success and growth in the face of technology market dynamics.

The lack of individual trust in the organization makes employees hesitant to voice their opinions, which results in their low participation in OCB. To overcome this problem, Improve Communication Create an environment that supports open communication. This can be done through discussion forums or regular meetings where employees feel safe to share ideas and criticism. Strengthening Organizational Identity Encouraging pride in the organization, both through team-building activities and recognition of team and individual achievements. Highlighting company values and how individual contributions play a role in achieving those goals can increase a sense of ownership. Increase Psychological Empowerment Provide training and opportunities for employees to develop skills and take initiative in their work. Create a work environment that allows employees to feel empowered and contribute more. Encourage Value-Based Performance Emphasize the importance of performance that is not always related to material rewards, but rather to contributions to the company's vision and mission. This can be done by publicly appreciating employees' efforts and commitment. It is expected that OCB at PT Metrocom Global Solusi can increase, which in turn will contribute to the overall performance of the organization.

Previous studies show inconsistencies in the effect of servant leadership and psychological empowerment on OCB. For instance, while Prasetyo and Mas'ud, (2021) found a significant relationship between servant leadership and OCB, Puspasari, (2023) found otherwise. Similarly, mixed findings are reported in the relationship between psychological empowerment and OCB (Alfiana, 2020 vs Hidayat and Lukito, 2021). These inconsistencies indicate the need for fur-

ther examination, particularly by considering job satisfaction as a mediating variable in a different organizational context. Therefore, this study aims to examine the effect of servant leadership and psychological empowerment on organizational citizenship behavior, with job satisfaction as a mediating variable, in the context of PT Metrocom Global Solusi

Servant Leadership on Organizational Citizenship Behavior. Servant leadership was chosen as the independent variable in this study because it is a leadership approach that is relevant in the context of modern organizations, particularly in building strong relationships between leaders and employees. Servant leadership emphasizes values such as empathy, listening, service, and attention to the personal and professional development of subordinates. This leadership style does not only focus on achieving organizational targets but also on the well-being and growth of employees as individuals. When leaders show concern and sincerely serve the needs of their subordinates, a conducive work environment is created, where employees feel valued, comfortable, and motivated to contribute their best to the organization (Asraf Nabawi, (2023). Servant leadership also plays a role in shaping positive work behaviors such as organizational citizenship behavior (OCB), which is voluntary behavior that goes beyond the formal job description, such as helping coworkers, being loyal to the organization, and being willing to perform additional tasks without expecting anything in return. Servant leadership can increase employees' sense of belonging to the organization, which ultimately encourages emotional involvement and affective commitment. Previous research by Manora dan Syaharudin, (2021) shows that servant leadership has a positive and significant effect on OCB. These results provide empirical evidence that the stronger the implementation of servant leadership values in an organization, the higher the tendency for employees to exhibit OCB behavior that supports the overall effectiveness and performance of the organization. Based on the theoretical review and support from previous research findings, the following hypothesis is formulated: H1: There is a positive and significant influence of servant leadership on organizational citizenship behavior.

Psychological Empowerment on Organizational Citizenship Behavior. Psychological empowerment refers to an individual's perception that their work is meaningful, that they possess competence, autonomy, and have an impact on organizational outcomes. This variable is important because it enhances intrinsic motivation and encourages employees to engage in extra-role behaviors, such as OCB. OCB represents voluntary employee behaviors that support organizational functioning beyond formal job requirements. The results of the analysis indicate that psychological empowerment has a positive and significant effect on OCB. The *meaning* dimension scored the highest, suggesting that employees at PT Angkasa Pura I Juanda Branch perceive their work as highly meaningful and important to the organization (Alfiana, 2020). This finding is consistent with Saleem (2017) study, which also found a positive relationship between psychological empowerment and OCB in the higher education sector in Pakistan. Thus, strengthening psychological empowerment is a key strategy to foster active engagement and voluntary contributions among employees. H2: There is a positive and significant influence of psychological empowerment on OCB.

Servant Leadership on Job Satisfaction. Job satisfaction is a psychological condition that reflects the extent to which individuals feel satisfied with their work, including aspects of the work environment, relationships with superiors, rewards, and self-development. High levels of job satisfaction are very important because they are closely related to increased motivation, productivity, loyalty, and reduced risk of stress and turnover. One factor believed to significantly contribute to job satisfaction is the leadership style adopted by supervisors. In this context, servant leadership emerges as a relevant approach to explore, as it emphasizes values such as service, empathy, active listening, and empowering subordinates. This leadership style is not only focused on achieving organizational goals but also on fulfilling the personal and professional needs of employees, including teachers in a school environment. Theoretically, servant leadership can enhance feelings of being valued, increase emotional engagement, and create a supportive work environment, which ultimately fosters job satisfaction. Empirical findings from Pala'ngan (2021) also confirm the positive influence of servant leadership on teacher job satisfaction. Based on this explanation, the hypothesis proposed in this study is: H3: There is a positive and significant influence of servant leadership on job satisfaction.

Psychological Empowerment on Job Satisfaction. Job satisfaction is one of the key indicators in creating optimal performance and a healthy work environment. This satisfaction is not only influenced by external factors such as compensation, but also by internal factors such as perceptions of empowerment. Psychological empowerment is a psychological condition in which individuals feel that their work is meaningful, they have competence, autonomy, and influence within the organization. When employees feel empowered, they are more intrinsically motivated, feel valued, and are more satisfied with their work. Theoretically, intrinsic motivation theory and self-determination theory explain that individuals who have control over their work tend to have higher job satisfaction. Research by Rohman & Mandayanti, (2012) shows that psychological empowerment has a positive and significant effect on the job satisfaction of employees at the City Planning and Development Supervision Agency in Mataram. Similar findings were also reported by Pelit et al. (2011) among five-star hotel employees in Turkey, where employee empowerment was found to enhance job satisfaction and performance. Based on empirical findings and underlying theory, the hypothesis proposed is: H4: There is a positive and significant influence of psychological empowerment on job satisfaction.

Job Satisfaction on OCB. Organizational Citizenship Behavior (OCB) is voluntary behavior exhibited by employees that is not included in their formal job descriptions but is important for organizational effectiveness. One internal factor believed to encourage OCB is job satisfaction. Employees who are satisfied with their jobs tend to display positive attitudes toward the organization, are willing to help their coworkers, and demonstrate high loyalty. Theoretically, this can be explained through social exchange theory, which states that when individuals feel they are treated well by an organization, they will reciprocate with positive behaviors such as OCB. Farrell dan Finkelstein, (2011) state that job satisfaction encourages individuals to express positive views about the organization and exhibit helping behaviors. Additionally, research by

Aswin dan Rahyuda (2021) also found that job satisfaction has a positive and significant effect on OCB. Based on the above, the hypothesis proposed in this study is: H5: There is a positive and significant effect of job satisfaction on OCB.

Servant Leadership towards OCB and Job Satisfaction as Mediators. Servant leadership is a leadership style that focuses on serving subordinates, empowerment, and individual development within an organization. This leadership style not only has a direct impact on positive employee behavior, such as OCB, but also indirectly through increased job satisfaction. Based on motivation theory and social exchange theory, when leaders demonstrate empathy, support, and concern for employees' well-being, this can increase job satisfaction, which in turn encourages the emergence of OCB. Job satisfaction acts as a mediating variable because it bridges the influence of servant leadership on OCB. This means that strong servant leadership increases job satisfaction, which then strengthens employees' tendency to engage in behaviors beyond their formal duties. Research by Setiawan (2019) and Luthfiya and Putra (2024) supports this relationship by showing that servant leadership has a positive influence on job satisfaction and OCB simultaneously, and that job satisfaction plays an important role as a mediating mechanism. Based on the explanation above, the hypothesis proposed is: H6: There is a positive and significant influence of servant leadership on OCB with job satisfaction as a mediating variable.

Psychological Empowerment on OCB and Job Satisfaction as Mediators. Psychological empowerment refers to an individual's perception that their work is meaningful, that they have competence, autonomy, and influence in decision-making. This empowerment can directly encourage the emergence of OCB, which is voluntary extra-role behavior that supports overall organizational performance. However, this influence can also be indirectly strengthened through job satisfaction as a mediating variable. Based on motivation theory and the affective approach to OCB, when employees feel empowered, they tend to feel satisfied with their work, and this satisfaction motivates them to act beyond their formal responsibilities. The findings of Hidayat and Lukito (2021) indicate that job satisfaction mediates part of the relationship between psychological empowerment and OCB, with the direct effect being greater than the indirect effect. This indicates that psychological empowerment not only has a direct impact on OCB but also strengthens its effect through increased job satisfaction. This finding is supported by the research of Najafi et al., (2011), who found that psychological empowerment supports job satisfaction and organizational commitment, which ultimately encourages the emergence of OCB. Based on the explanation above, the hypothesis proposed is: H7: There is a positive and significant influence of psychological empowerment on OCB with job satisfaction as a mediating variable.

RESEARCH METHODS

This study adopts a quantitative research design to examine the relationship among variables in a structured and objective manner. The study was conducted at PT Metrocom Global Solusi. The population in this study includes all employees of PT Metrocom Global Solusi, totaling

113 individuals. A census sampling technique was employed, where all members of the population were selected as respondents. This technique ensures that the collected data is comprehensive and representative of the entire population. Data were collected through an offline questionnaire survey administered directly to the respondents. This method enables better response control and clarification when necessary. The questionnaire used a 5-point Likert scale to measure respondents' agreement with a series of statements related to each research variable. The scale ranged from 1 (strongly disagree) to 5 (strongly agree). All items were adapted from previously validated instruments to ensure reliability and validity. The data were analyzed using SmartPLS software to perform Structural Equation Modeling (SEM) based on the Partial Least Squares (PLS) approach. This method is appropriate for analyzing complex relationships between latent variables, especially with relatively small sample sizes and when the data do not meet multivariate normality.

2. RESULTS & DISCUSSION

Based on Table 1, the majority of respondents were female (59%), aged 20-30 years (89%), and had a bachelor's degree (83%). Most had 1-5 years of work experience (86%), indicating that the respondents were dominated by a younger group with a higher education background and relatively recent work experience.

Table 1 Data Characteristics of Respondents

Characteristics	Total	Percentage (%)
Gender:		
Male	55	41%
Female	78	59%
Age of Respondent:		
20th - 30th	118	89%
31 th - 40 th	12	9%
41 th - 50 th	3	2%
Last Education:		
High school equivalent	5	4%
D1/D2/D3	2	2%
S1	110	83%
S2	15	11%
S3	1	1%
Length of Service:		
<1 year	8	6%
1 year - 5 years	114	86%
6 years - 10 years	11	8%
Total	133	100%

Source: primary data processed, 2025

Based on Table 2, all indicators have composite reliability values above 0.70 and AVE above 0.50. This shows that the research instrument has met the validity and reliability criteria, so it is suitable for use in further analysis.

Table 2. Validity and Reliability

Indicator	Composite reliability	Average variance extracted (AVE)
KK	0,931	0,693
OCB	0,919	0,586
PE	0,945	0,683
SL	0,914	0,604

Source: primary data processed, 2025

Based on Table 3, all model fit indicators show results that meet the eligibility criteria. The SRMR, d_ULS, d_G, Chi-square, and NFI values are each within the required limits. Thus, the model in this study is declared fit and suitable for use in further analysis.

Table 3. Model Fit Test Results

Model Fit	Cut- Off	Estimated Model	Ket
SRMR	<0.10	0,084	Fit
d_ULS	C1 > OS	3,042	Fit
d_G	C1 > OS	1,846	Fit
Chi-square	² Statistics< ² Table	1160,318	Fit
NFI	Close to 1	0,689	Fit

Source: primary data processed, 2025

Based on Table 4, all relationships between variables show significant results with a *p-value* <0.05. This means that all hypotheses proposed in this study are accepted. Significant relationships occur both directly and indirectly, which indicates that all variables have an important role in influencing Organizational Citizenship Behavior.

Table 4. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KK -> OCB	0,268	0,275	0,103	2,613	0,009
PE -> KK	0,480	0,483	0,088	5,456	0,000
PE -> OCB	0,476	0,466	0,109	4,376	0,000
SL -> KK	0,373	0,375	0,086	4,365	0,000
SL -> OCB	0,222	0,224	0,091	2,429	0,015
PE -> KK -> OCB	0,129	0,135	0,062	2,077	0,038
SL -> KK -> OCB	0,100	0,101	0,040	2,526	0,012

Source: primary data processed, 2025

The R-square test (Table 5) results show that 64.6% of the variation in Job Satisfaction and 79.7% of the variation in OCB can be explained by the variables in the model. High R² values, especially in OCB, indicate the model has strong predictive power. Adjusted R² which is close to R² indicates the overall stability of the model.

Table 5. R-Square Test Results (R²)

Var. Dependent	R Square	R Square Adjusted
KK	0,646	0,641
OCB	0,797	0,792

Source: primary data processed, 2025

The effect of servant leadership on job satisfaction. The findings show that servant leadership significantly promotes OCB among employees ($\beta = 0.222$, $T = 2.429$, $p = 0.015$). This leadership style, which emphasizes empathy, service, and employee development, fosters a supportive climate that encourages prosocial behaviors such as helping colleagues and demonstrating initiative. This supports Greenleaf's (1977) theory of servant leadership and aligns with Agung et al. (2024) who found that servant leadership enhances OCB by building trust and emotional commitment. Practically, these findings highlight the value of human-centered leadership in boosting collaborative culture within organizations.

The effect of psychological empowerment on job satisfaction. The results show that Psychological Empowerment has a positive and significant influence on Job Satisfaction with a coefficient value of 0.480, *T-statistic* 5.456, and *P-value* 0.000 (smaller than 0.05). Psychological empowerment contributes significantly to increasing employee job satisfaction. When employees feel their work is meaningful, has competence, autonomy, and real impact, they tend to be more satisfied and motivated. At PT Metrocom Global Solusi Jakarta, employees who are given trust and important roles show high morale, feel valued, and have a sense of pride in their contributions. A work environment that supports empowerment encourages personal growth and greater job satisfaction. This reflects that when organizations are able to build an empowering work culture, employees will feel more involved, empowered, and satisfied in their roles. This is reinforced by the theory developed by Spreitzer (1995) which states that psychological empowerment consists of four main dimensions, meaning, competence, self-determination, and impact—all of which contribute directly to psychological well-being and job satisfaction. Previous research by Abubakar and Sanda (2024), Turangan and Dewi (2024) also states that psychological empowerment is consistently positively related to job satisfaction because it creates feelings of control, significance, and influence over work. Psychological empowerment not only creates more independent and motivated employees, but also strengthens their emotional connection to work. In the long run, this will result in employee loyalty, higher engagement, and a healthy and productive work climate.

The influence of servant leadership on organizational citizenship behavior. The results showed that Servant Leadership has a positive and significant influence on Organizational Citizenship Behavior (OCB) with a coefficient value of 0.222, a *T-statistic* of 2.429 (greater than 1.661), and a *P-Value* of 0.015 (smaller than 0.05). These findings suggest that servant leadership significantly encourages voluntary work behavior (OCB) that supports organizational effectiveness. At PT Metrocom Global Solusi Jakarta, leaders who show empathy, listen, and support employee development create an open and supportive work environment. This encourages employees to demonstrate OCB behaviors such as helping colleagues, maintaining facilities, and providing constructive feedback. Servant leadership strengthens employees' emotional bonds and commitment, so they are more motivated to contribute beyond formal duties for the sake of mutual progress. These results are supported by the Servant Leadership theory developed by Greenleaf & Lehmann (1995), which states that effective leaders are those who serve

first, focusing on the needs and growth of others. In addition, research by Lu et al. (2024) , Sari, Kirana and Subiyanto (2024) also shows that servant leadership has a strong positive correlation with OCB, because it creates an ethical, psychologically safe, and trusting work climate. servant leadership is not only relevant as a humanistic leadership approach, but also an effective strategy in building commitment, loyalty, and prosocial behavior in the work environment. The presence of OCB that grows from servant leadership will strengthen team cohesion, streamline operations, and create a sustainable and adaptive organizational culture to change.

The Effect of Psychological Empowerment on Organizational Citizenship Behavior. The results showed that Psychological Empowerment has a positive and significant influence on Organizational Citizenship Behavior (OCB) with a coefficient of 0.476, a *T-statistic* of 4.376 (greater than 1.661), and a *P-value* of 0.000 (smaller than 0.05). These findings indicate that psychological empowerment encourages the emergence of voluntary work behavior (OCB) that supports organizational effectiveness. Employees of PT Metrocom Global Solusi Jakarta who feel their work is meaningful, competent, has autonomy, and has an impact, tend to be more active in helping colleagues, providing ideas, and showing initiative. Psychological empowerment increases intrinsic motivation and a sense of belonging, which encourages employee commitment and contributions beyond formal duties for the betterment of the organization. this is in line with the Psychological Empowerment theory developed by Spreitzer (1995) , which states that psychological empowerment creates a feeling of control and meaning in work, which contributes directly to positive behavior in the workplace. Previous research by Soelton *et. .*, (2021) Turnipseed and Vandewaa (2020) also shows that psychological empowerment is significantly correlated with increased OCB because it increases employee motivation, involvement, and a sense of responsibility for organizational success. psychological empowerment plays an important role in shaping the prosocial behavior of employees who voluntarily help the organization achieve its goals. OCB that arises from a sense of empowerment creates a more collaborative, productive, and resilient work environment in the face of business challenges.

The effect of job satisfaction on organizational citizenship behavior. The results showed that Job Satisfaction has a positive and significant influence on Organizational Citizenship Behavior (OCB) with a coefficient value of 0.268, a *T-statistic* of 2.613 (greater than 1.661), and a *P-Value* of 0.009 (smaller than 0.05). High job satisfaction encourages employees to demonstrate voluntary behavior (OCB) that supports organizational effectiveness. At PT Metrocom Global Solusi Jakarta, employees who are satisfied with interpersonal relationships, working conditions, and rewards are more likely to help colleagues, provide ideas, and maintain the work environment. Behaviors such as altruism, sportsmanship, and civic virtue create a harmonious and productive work atmosphere. This satisfaction also strengthens employees' emotional attachment to the organization, encourages contributions beyond formal duties, and supports a sustainable collaborative work culture. this is reinforced by the Organizational Citizenship Behavior theory from Organ (1988) , which states that OCB is the result of employees' positive attitudes towards the organization. In addition, previous research by Kirana, Kurniawan and Putra, (2022) shows that job satisfaction has a significant relationship with the emergence of

OCB, because satisfied employees feel valued and important to the organization, so they are more encouraged to contribute voluntarily. job satisfaction not only has an impact on individual welfare, but also becomes the main driver for the creation of positive behaviors that strengthen solidarity and effectiveness in the organization. OCB that grows out of job satisfaction is one of the strongest indicators of employee engagement and long-term commitment to the company's success.

The Effect of Psychological Empowerment on Organizational Citizenship Behavior Through Job Satisfaction as a Median Variable. The results show that Psychological Empowerment on OCB can be through Job Satisfaction or mediate with a coefficient value of 0.129, *T-statistic* 2.077, and *P-Value* 0.038 (smaller than 0.05). This indicates that Job Satisfaction plays an important role as a bridge that strengthens the relationship between Psychological Empowerment and OCB. The results showed that Psychological Empowerment indirectly affects Organizational Citizenship Behavior (OCB) through Job Satisfaction as a mediating variable, with a coefficient value of 0.129, a *T-statistic* of 2.077 (greater than 1.661), and a *P-Value* of 0.038 (smaller than 0.05). These findings confirm that job satisfaction acts as an important mediator between psychological empowerment and organizational citizenship behavior (OCB). Employees of PT Metrocom Global Solusi Jakarta who feel their work is meaningful, have control, and are valued, show high job satisfaction, which in turn encourages OCB behaviors such as helping colleagues and being loyal to the company. This means that psychological empowerment not only directly impacts OCB, but also indirectly through increased job satisfaction, which motivates employees to contribute more to organizational effectiveness and harmony. This is in line with the mediation model in the Job Characteristics Model theory by Hackman and Oldham (1976) and reinforced by Spreitzer's Psychological Empowerment theory (1995). The theory explains that psychological empowerment affects positive work attitudes, one of which is reflected in job satisfaction, and in turn gives rise to extra-role work behavior (OCB). Previous research by Zhu et al. (2004), Seibert et al. (2011), and Walumbwa et al. (2010) also support that job satisfaction is an important mediator in the relationship between empowerment and OCB. Strategies to increase OCB in the workplace can be done by strengthening psychological empowerment while creating an environment that supports job satisfaction. When employees feel empowered and satisfied, they are more encouraged to contribute voluntarily in supporting organizational goals, building team solidarity, and strengthening a collaborative and productive work culture.

The effect of servant leadership on organizational citizenship behavior through job satisfaction as a median variable. The results showed that Servant Leadership indirectly affects Organizational Citizenship Behavior (OCB) through Job Satisfaction as a mediating variable, with a coefficient value of 0.100, a *T-statistic* of 2.526 (greater than 1.661), and a *P-Value* of 0.012 (smaller than 0.05). These findings indicate that job satisfaction significantly mediates the relationship between servant leadership and organizational citizenship behavior (OCB). At PT Metrocom Global Solusi Jakarta, leaders who prioritize employee needs, provide support,

and encourage personal growth create a positive work environment. The satisfaction felt by employees due to this leadership encourages OCB behaviors such as helping colleagues, being loyal to the organization, and actively contributing. Thus, servant leadership increases OCB both directly and through increased job satisfaction. This finding is supported by the Servant Leadership theory introduced by Greenleaf (1977), which emphasizes that effective leaders are those who prioritize service to others, especially subordinates. In addition, the motivational model of Organizational Citizenship Behavior developed by Organ (1988) explains that positive attitudes towards work, including job satisfaction, are the main driving factors in the emergence of OCB. Previous research by Liden et al. (2008), Hunter et al. (2013), and Eva et al. (2019) also showed that servant leadership consistently contributes to job satisfaction and OCB behavior. Organizations that want to increase OCB sustainably need to strengthen servant leadership practices while building a work environment that can increase employee satisfaction. The combination of servant leadership and high levels of job satisfaction will create an organizational culture that is proactive, mutually supportive, and highly committed to achieving common goals.

3. CONCLUSION & SUGGESTION

Conclusion. Based on the results of data analysis and hypothesis testing, this study concludes that servant leadership and psychological empowerment have a positive and significant influence on organizational citizenship behavior (OCB) through job satisfaction as a mediator at PT Metrocom Global Solusi Jakarta. Servant leadership encourages employees to go beyond their formal responsibilities by creating a supportive work environment, which in turn increases job satisfaction. Additionally, psychological empowerment, which strengthens employees' sense of meaning, competence, autonomy, and impact, also contributes to increased job satisfaction and motivates employees to be more proactive in supporting colleagues and contributing to organizational goals. Job satisfaction itself was found to be a crucial mediating factor linking servant leadership and psychological empowerment to higher levels of OCB, as satisfied employees tend to exhibit positive behaviors such as initiative, loyalty, and cooperation. These findings highlight the importance of implementing servant leadership and psychological empowerment as essential approaches in developing prosocial behavior and strengthening organizational performance through a more motivated and committed workforce.

Suggestions. Based on the findings of this study, several managerial implications can be proposed to enhance organizational citizenship behavior through improved leadership and empowerment strategies. First, organizations are encouraged to implement servant leadership practices by fostering leadership behaviors that prioritize employee development, empathy, listening, and service-oriented decision-making. Such practices can build trust and loyalty among employees, which in turn encourage voluntary behaviors that benefit the organization. Second, psychological empowerment should be strengthened through programs that involve employees in decision-making processes, provide opportunities for professional growth, and recognize individual contributions, thereby increasing employees' sense of ownership and intrinsic motivation. Third, job satisfaction must be treated as a central focus of human resource

management, given its mediating role in influencing OCB. Regular feedback mechanisms, supportive work environments, fair reward systems, and opportunities for career advancement can help improve job satisfaction. Lastly, cultivating a positive and collaborative organizational culture is essential. This involves creating shared values, encouraging mutual respect, and promoting teamwork, all of which are key to sustaining high levels of OCB in the long term. Together, these efforts will contribute to a more harmonious, productive, and high-performing organizational environment.

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