

## The Role of Job Satisfaction and Work Commitment in Moderating Transformational Leadership on Nurses' Performance Mediated By Organizational Citizenship Behavior (Study Of Nurses In South Konawe District)

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### ABSTRACT

This study aims to analyze the influence of transformational leadership on performance and Organizational Citizenship Behavior (OCB) among nurses in South Konawe Regency. Additionally, this study explores the role of OCB in mediating the relationship between transformational leadership and nurses' performance. The study also examines how job satisfaction and work commitment may strengthen or weaken the relationship between transformational leadership and both performance and OCB of nurses. On the other hand, the role of job satisfaction and work commitment is also analyzed in relation to OCB and nurses' performance. The research respondents consisted of 200 nurses, and data were collected through questionnaires and SEM modeling. The results show that transformational leadership has a positive and significant impact on nurses' performance and encourages organizational citizenship behavior (OCB) among nurses. OCB is found to have a positive influence on nurses' performance, creating a more productive work environment. Furthermore, transformational leadership significantly affects nurses' performance through the mediation of OCB. However, job satisfaction does not moderate the relationship between transformational leadership and nurses' performance, nor does it moderate the effect of OCB on nurses' performance. External factors such as high workload and limited facilities may weaken the influence of leadership on OCB and performance. Conversely, work commitment acts as a moderator that strengthens the relationship between transformational leadership and performance, as well as OCB and nurses' performance, although a negative influence of work commitment on OCB and performance is found. These findings indicate that while OCB enhances performance, high work commitment may limit nurses' motivation to engage in extra-role behavior, ultimately reducing their performance.

**Keyword:** *Transformational Leadership, OCB, Performance*

### 1. INTRODUCTION

Transformational Leadership or transformational leadership has become a significant focus in recent decades Siangchokyoo et al, (2020). This concept involves leaders who are able to inspire, motivate, and move their subordinates to achieve common goals by changing their vision, values, and behaviors. Initially, Burns (1978) emphasized the importance of leaders in influencing and changing their followers through vision, inspiration, and moral influence. In subsequent developments, the concept of transformational leadership developed to be more related to the leader's efforts to create significant changes in the organization, build a positive work culture, and develop strong commitment from team members. Later in the year, Bass (1985) expanded the theory of transformational leadership where leaders can inspire and activate subordinates to perform and achieve goals beyond ordinary expectations. Since its introduction, transformational leadership has become one of the most researched and practiced leadership paradigms in various sectors, including health services. Regulation of the Minister of Health of the Republic of Indonesia Number 26 of 2019 concerning the Implementing Regulations of Law Number 38 of 2014 concerning Nursing explains that nursing is an activity of providing care to individuals, families, groups or communities, whether sick or healthy. Nursing Service is a form of professional service that is an

integral part of health services based on Nursing science and tips aimed at individuals, families, groups, or communities, both healthy and sick. Nurses are required to have a Nurse Registration Certificate which is written evidence given by the nursing council to registered Nurses.

Transformational leadership affects the quality of health services in various ways (Jannah and Santoso, 2019). In fact, transformational leadership is not only limited to improving the quality of health services, but also has an impact on nurse performance. Leaders who adopt a transformational leadership style are able to create a supportive work environment, motivate, and inspire nurses to provide quality health services to the community. Through this approach, nurses feel supported and appreciated by their leaders, which in turn increases their motivation, engagement, and job satisfaction (Herlina et al., 2023).

In addition, transformational leadership also affects nurses' performance through building their skills and abilities. By providing appropriate guidance, support, and training, transformational leaders help nurses develop the clinical, communication, and leadership skills needed to provide quality healthcare to patients (Zahap et al., 2024). Putra et al. (2023) found that transformational leadership was related to performance, although studies by Alhashedi et al. (2021) and Novitasari et al. (2020) showed that transformational leadership did not have a significant effect on performance.

Organizational Citizenship Behavior (OCB) also affects performance, where OCB refers to voluntary behavior carried out by members of an organization outside of the formal duties listed in their job descriptions. In the context of health services, OCB has major implications for nurse performance and the quality of services provided (Wibowo and Mochklas, 2020). OCB is considered an important element in improving nurse performance and the quality of health services. Through voluntary behaviors such as helping fellow nurses, providing support to patients and their families, and participating in quality improvement activities, nurses can create a collaborative and supportive work environment. This creates a positive and constructive work atmosphere where nurses feel more motivated to provide their best in health services. OCB also contributes directly to improving the quality of health services (Sufya, 2015).

Job satisfaction is one of the important factors in determining individual performance and productivity in the work environment. In the context of health care organizations, nurses' job satisfaction has a significant impact not only on their own performance but also on the quality of care provided to patients (Al-Hamdan et al., 2019). A study by Wahyuhadi et al. (2023) found that job satisfaction has a positive and significant effect on performance, especially based on salary and supervision.

Wibowo and Suseno, (2017) studied the influence of leadership on performance with job satisfaction as a moderating variable. Their findings showed that job satisfaction moderates the influence of leadership on employee performance, this shows that job satisfaction can strengthen the influence between leadership and employee performance.

Job satisfaction is thought to play an important role as a moderating variable in the influence between transformational leadership and nurse performance. Job satisfaction, which involves aspects such as salary, working conditions, and career development opportunities, can strengthen or weaken the influence of transformational leadership on nurse performance. The results of the study showed that motivational factors enhanced by transformational leadership can increase job satisfaction, which then encourages nurses to perform better (Kim & Park, 2020; Breevaart & Bakker, 2018). In addition, support and inspiration from transformational leaders can increase job satisfaction, so that nurses are more motivated to perform better (DeConinck, 2011).

The second moderator variable in this study is work commitment, Gozali, (2022) commitment is that they play an active role in their organization, have good and loyal relationships, and have a great desire to contribute to the success of their organization. Commitment is said to be important because it is needed not only in an organization, but also for many things, where the individual must be responsible for all the actions he takes.

High commitment is needed to create a professional work climate, and then it will have a good impact on work results. Findings from Harianja et al, (2022) show that the performance of nurses at Hermina Depok Hospital is significantly and positively influenced by commitment. Thus, the increasing commitment of Hermina Depok Hospital in supporting commitment has been proven to have a positive impact on increasing nurse performance.

Nurses have a high level of commitment to the organization and their work, they tend to be more receptive to direction and motivation from their leaders, and are more motivated to contribute maximally to achieving organizational goals. Conversely, when work commitment is low, the influence of transformational leadership may not be so effective, due to the lack of involvement and motivation of nurses in achieving organizational goals. In this context, work commitment acts as a moderating variable that affects the strength and direction of the influence between transformational leadership and nurse performance.

## LITERATUR REVIEW

### ***Transformational Leadership***

Bryman (2011) explains that transformational leadership was originally coined by James Downton in a 1973 paper on rebel leadership, Burns (1978) who brought the term into wider language in his classic study of political leadership in the book *Leadership*, later Burns made an important distinction between transactional leadership, which he argued was the way most politicians led their followers based on a reciprocal exchange that led to the satisfaction of the self-interests of both the leader and the followers; and 'transformational leadership, which is practiced by political leaders who are able to engage their followers not only to achieve something important but also to 'raise their morale'. Transformational leaders influence and are influenced by followers 'to rise to higher levels of motivation and morality. According to Robbins and Judge (2017) transformational leadership is leaders who can motivate followers to carry out and manage their own interests for the benefit of the organization with individual friendliness, intellectual stimulation, and ideal influence all of which will result in extra effort from workers for better organizational effectiveness. Suwatno (2019) provides the opinion that transformational leadership is leadership that influences employees to make them feel a sense of self-confidence, pride, loyalty and respect for their leaders and also have the motivation to do more than expected. McCloskey (2015) explains transformational leadership as the process of creating, maintaining and enhancing leader-follower, follower-leader and leader-leader partnerships in pursuing a shared vision, in accordance with shared values and on behalf of the community in which leaders and followers serve together.

### ***Job Satisfaction***

According to Robbins and Judge (2015) job satisfaction is a general attitude towards one's work that shows the difference between the amount of rewards workers receive and the amount they believe they should receive. Job Satisfaction is a (positive) attitude of workers towards their work, which arises based on an assessment of the work situation. Feelings related to job satisfaction and dissatisfaction tend to reflect workers' assessments of current and past work experiences rather than expectations for the future. So it can be concluded that there are two important elements in job satisfaction, namely work values and basic needs (Robbins & Judge, 2015). Yuniasanti and Setiawan, (2015) describe job satisfaction as a positive or negative attitude that individuals have towards their work. Job satisfaction is a collection of feelings and beliefs that individuals have about their organization as a whole. Luthans (2006) job satisfaction is a feeling of pleasure or displeasure felt by employees towards their work such as the work atmosphere which includes the organizational climate, relationships between superiors and subordinates, relationships with fellow employees, leadership styles in the company.

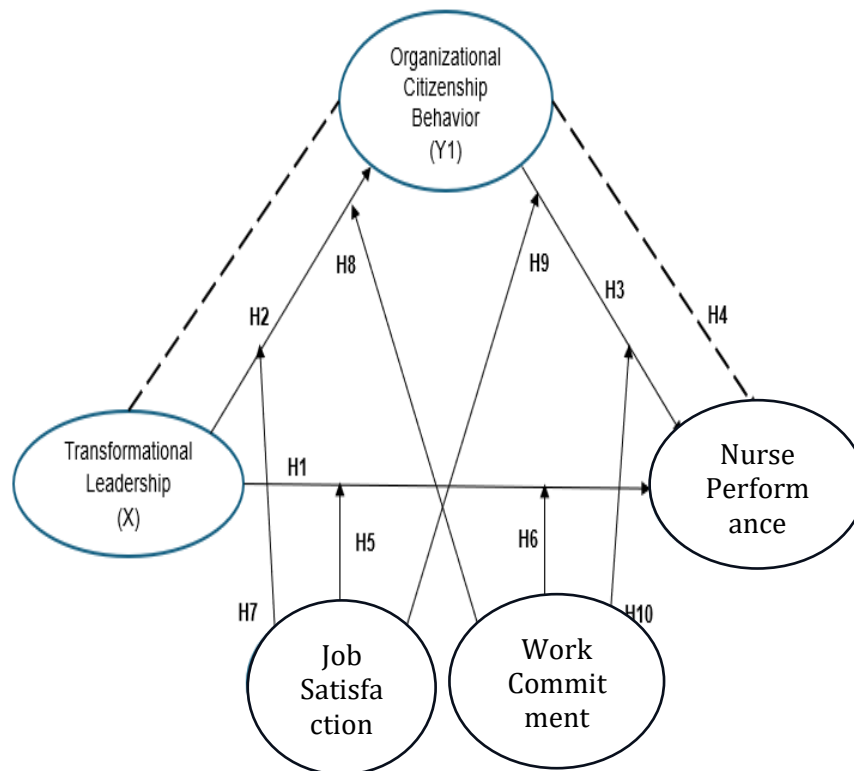
### ***Organizational Citizenship Behavior***

Organizational citizenship behavior (OCB) is a behavior that is freely chosen by individuals, this behavior does not have a direct or written relationship with the reward system but this behavior can improve the effectiveness of the organization (Santi and Mukhtar, 2018). According to Robbin and Judge (2009) OCB is individual behavior that is not a formal obligation, but this behavior can support the effective functioning of the organization. Organizational Citizenship Behavior (OCB) is a behavior that arises from the feeling of happiness felt within the employee. so that it creates good behavior from the employee while working, such as feelings of volunteerism, sincerity, happiness, or feelings of being more enthusiastic in working. This behavior is carried out by employees solely for the benefit of the organization and themselves, even though employees realize that the OCB behavior they carry out is not directly recognized in performance appraisals. Organizational Citizenship Behavior (OCB) refers to voluntary behaviors performed by individuals within an organization that go beyond the duties outlined in their job descriptions. In general, OCB includes activities that help, support, or contribute to the overall well-being of the organization, even though they are not directly related to the individual's primary duties.

### ***Performance***

Performance is all work-related behaviors displayed by individuals according to company expectations. Meanwhile (Goodman, 1999) defines that job performance is the result of behavior that includes primary activities (task performance) and other activities in the job, thus the success of an organization depends on the good performance of its employees. Job performance is also defined as the value that an organization can expect from the behavior carried out by employees from time to time (Rohaeni, 2016). Job performance is a record of the results obtained from a particular job function or activity during a certain period of time (Ristanti and Dihan, 2017). Mulyadi, (2014) stated that job performance is a work result achieved by someone in carrying out the tasks assigned to him based on skills, experience and sincerity and time. In line with this opinion. stated that job performance is the work result in terms of quality and quantity achieved by an employee in carrying out tasks according to the responsibilities given to him. Job performance is a description of the level of achievement of task implementation in an organization, in an effort to realize the goals, objectives, missions, and visions of the organization. Performance is said to be the result of a certain process carried out by all components of the organization against certain sources used (Bleskadit et al, 2020). Furthermore, performance is also the result of a series of activity processes carried out to achieve certain goals in the organization.

**Figure 1 Conceptual Framework**



### Research Hypothesis

- H1: Transformational leadership has a significant positive effect on the performance of nurses in South Konawe Regency.
- H2: Transformational leadership has a significant positive effect on the organizational citizenship behavior of nurses in South Konawe Regency.
- H3: Organizational citizenship behavior has a significant positive effect on nurse performance in South Konawe Regency.
- H4: Organizational citizenship behavior mediates the influence of transformational leadership and nurse performance in South Konawe Regency.
- H5: Job satisfaction moderates the influence of transformational leadership on nurse performance in South Konawe Regency.
- H6: Job satisfaction moderates the influence of transformational leadership on organizational citizenship behavior of nurses in South Konawe Regency.
- H7: Job satisfaction moderates the influence of organizational citizenship behavior on nurse performance in South Konawe Regency.
- H8: Work commitment moderates the influence of transformational leadership on nurse performance in South Konawe Regency.
- H9: Work commitment moderates the influence of transformational leadership on organizational citizenship behavior of nurses in South Konawe Regency.
- H10: Job satisfaction moderates the influence of organizational citizenship behavior on nurse performance in South Konawe Regency.

### RESEARCH METHODS

This study was conducted at the Health Center and Hospital in South Konawe Regency, Southeast Sulawesi. In this study, the method of determining respondents used the census method, where the entire population was used as respondents as the unit of analysis. The census method or saturated sampling, according to Arikunto (2013), involves all populations as

respondents. Based on this method, the research respondents consisted of 200 State Civil Service nurses. The data analysis technique in this study used the partial least square (PLS) 4 method where this method is one of the SEM (Structural Equation Model) analysis techniques.

### Operational Definition Of Variables

Transformational leadership refers to a leadership style in which a leader in a healthcare facility is able to motivate and inspire nurses to achieve organizational goals. This variable is measured using: Articulating a Vision, Providing an Appropriate Model, Fostering the Acceptance of Group Goals High Performance Expectations, Individualized Support and Intellectual Stimulation

Nurse job satisfaction refers to the positive attitudes felt by nurses regarding various aspects of their work in the health service environment of South Konawe Regency. This variable is measured using: Work itself, Supervision, Coworkers, Promotion and Payment

Nurses' work commitment refers to the willingness of nurses to be loyal to health services in South Konawe Regency where they work. This variable is measured using: Affective commitment, Normative commitment, Continuance commitment.

Organizational Citizenship Behavior (OCB) refers to voluntary behavior demonstrated by nurses outside of their assigned official duties. This variable is measured using: Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic Virtue

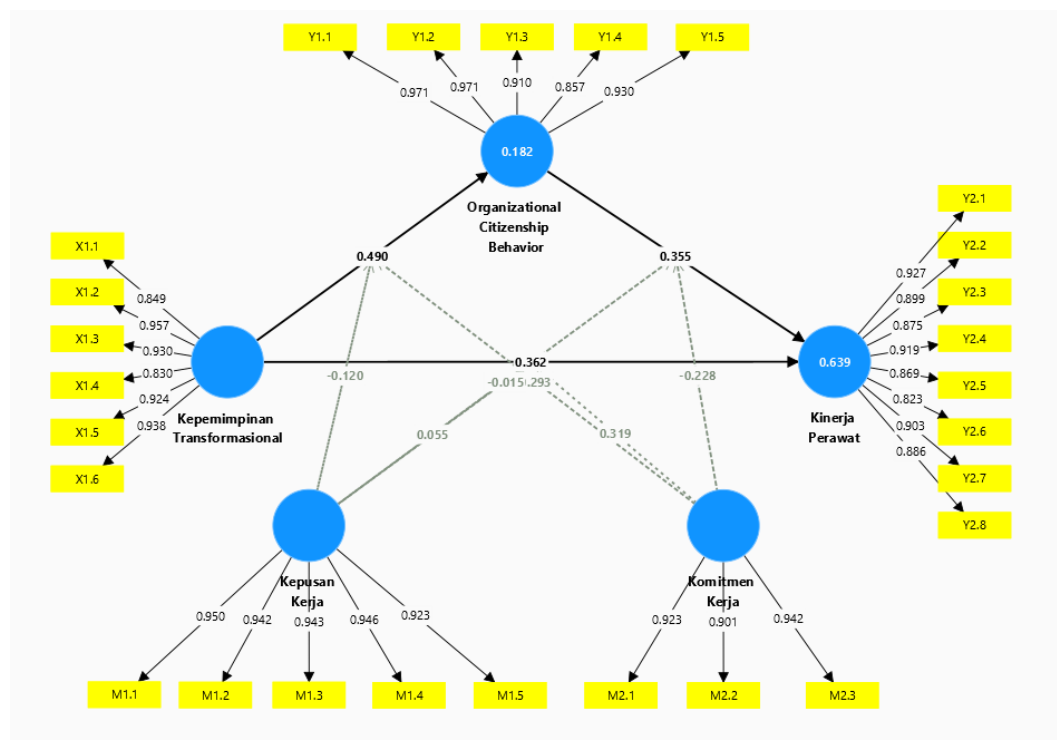
Nurse performance is the work results achieved by nurses in carrying out the tasks assigned to them in accordance with the established criteria. This variable is measured using: Quantity, Quality, Time, Cost, Service orientation, Work initiative, Cooperation and Leadership.

## RESEARCH RESULT

### Convergent Validity

Testing through convergent validity by looking at the outer loading results of each indicator with the provision of a minimum factor loading weight of 0.5 is considered to have sufficient validity to explain the latent construct (Chin, 1998; Ghozali, 2014; Hair et al., 2010).

Figure 2 Smart-PLS Algorithm Measurement Model Results



**Source: Primary Data (processed)**

The explanation above describes the outer model in the Structural Equation Modeling (SEM) analysis using the Partial Least Square (PLS) method, which shows the relationship between latent constructs such as Transformational Leadership, Job Satisfaction, Work Commitment, Organizational Citizenship Behavior (OCB), and Nurse Performance with their reflective indicators. Because latent constructs are abstract and cannot be measured directly, measurements are made through indicators such as X1.1–X1.6 for Transformational Leadership and Y2.1–Y2.8 for Nurse Performance. The arrows from constructs to indicators indicate a reflective measurement model, where constructs are considered to cause variability in indicators. The loading factor value is used to assess the validity of the indicator, with an ideal value above 0.7. This model aims to ensure the validity and reliability of the measurement before analyzing the relationship between latent constructs structurally, thus producing reliable findings in SEM-PLS research.

**Composite Reliability**

Cronbach's Alpha and Composite Reliability are two measures that are often used to evaluate reliability in Partial Least Squares (PLS) models, especially in PLS-SEM (Partial Least Squares Structural Equation Modeling). Both serve to measure the internal reliability of constructs or latent variables in the model, but with different approaches, here are the findings:

**Table 2 Cronbach's alpha, Composite reliability dan AVE**

	<i>Cronbach's alpha</i>	<i>Composite reliability</i>	Average variance extracted
Transformational Leadership	0,956	0,962	0,821
Job Satisfaction	0,973	1,319	0,885
Nurse Performance	0,962	0,963	0,789
Work Commitment	0,916	0,997	0,850
Organizational Citizenship Behavior	0,960	0,965	0,863

**Source: Primary Data (processed)**

Based on the table above, the results of the analysis show that each construct in the model has adequate reliability, with Cronbach's Alpha and Composite Reliability values all above the threshold of 0.7. The constructs of Transformational Leadership, Job Satisfaction, Nurse Performance, Work Commitment, and Organizational Citizenship Behavior show strong internal consistency with high values on both reliability indicators. In addition, the Average Variance Extracted (AVE) values of all constructs also exceed the threshold of 0.5, indicating good convergent validity. These results are in line with the recommendations of Nunnally and Bernstein (1994) that reliability values above 0.7 are sufficient, and are supported by Hair et al. (2014), who emphasize the importance of Composite Reliability in PLS-SEM analysis to ensure the accuracy of the measurement model.

**R-Squared ( $R^2$ )**

R-Squared is a measurement that shows how much variation in endogenous latent variables can be explained by exogenous latent variables. Changes in the R-Square value can be used to explain the influence of certain exogenous latent variables (X) on endogenous latent variables (Y) whether they have a substantive influence or not. An R-Square value of 0.70 indicates a model at a strong level, 0.50 indicates a model at a moderate level, and 0.25 indicates a model at a weak level (Ghozali, 2012). The results of the R-square analysis are shown in table 3.

**Table 3 R-Square Values**

Variable	R-square
Nurse _Performance	0,182
Organizational _Citizenship _Behavior	0,639

**Source: Processed primary data, 2025**

$$1. 1 - 0,182 = 0,818$$

$$2. 1 - 0,639 = 0,361$$



$$3. 1 - 0,818 \times 0,361 = 0,295$$

$$4. Q^2 = 1 - 0,295 = 0,705$$

So, the result of the Q-square ( $Q^2$ ) calculation is 70.5%, which indicates that the model has strong predictive relevance, because the  $Q^2$  value is  $> 0$ . A  $Q^2$  value greater than 0 indicates that the model is able to predict endogenous variables well. In the Partial Least Squares (PLS) model,  $Q^2$  is an important indicator to measure how much predictive ability the model has outside the sample used. A high  $Q^2$  value, such as 70.5%, indicates that the exogenous construct in this model is able to explain endogenous variables significantly, indicating that the model's prediction of endogenous variables not only occurs in observed data, but also has good predictive ability on out-of-sample data.

### Hypothesis Testing

Hypothesis testing in the Partial Least Squares Structural Equation Modeling (PLS-SEM) model is an important step to evaluate the hypothesized influence between constructs in the structural model. This process is carried out by analyzing the path coefficient values obtained from the influence estimates in the model. The path coefficient value reflects the strength and direction of the influence between the constructs being tested. According to Hair et al. (2014), the strength of an influence can be measured based on the magnitude of the path coefficient value and its level of significance.

**Table 4 Direct Effect Hypothesis Testing**

Hypothesis	Influence between variables	Original sample	P values
H1	Transformational Leadership -> Nurse Performance	0,362	0,000
H2	Transformational Leadership -> Organizational Citizenship Behavior	0,490	0,002
H3	Organizational Citizenship Behavior -> Nurse Performance	0,355	0,000

Source: Processed primary data, 2025

**Table 5 Testing of Indirect Effect Hypothesis**

Hypothesis	Influence between variables	Original sample	P values
H4	Transformational Leadership -> Organizational Citizenship Behavior -> Nurse Performance	0,174	0,001

Source: Processed primary data, 2025

**Table 6 Hypothesis Testing of Moderation Effect**

Hypothesis	Influence between variables	Original sample	P values
H5	Job Satisfaction x Transformational Leadership -> Nurse Performance	0,055	0,361
H6	Job Commitment x Transformational Leadership -> Nurse Performance	0,319	0,000
H7	Job Satisfaction x Transformational Leadership -> Organizational Citizenship Behavior	-0,120	0,126
H8	Job Commitment x Transformational Leadership -> Organizational Citizenship Behavior	0,293	0,001
H9	Job Satisfaction x Organizational Citizenship Behavior -> Nurse Performance	-0,015	0,753
H10	Job Satisfaction x Organizational Citizenship Behavior -> Nurse Performance	-0,228	0,000

Source: Processed primary data, 2025

## DISCUSSION

### *The Influence of Transformational Leadership on Nurse Performance*

This study shows that transformational leadership has a positive and significant effect on the performance of nurses in South Konawe Regency. Leaders who apply this leadership style are able to motivate and inspire nurses to work better in accordance with organizational goals. Dimensions of transformational leadership, such as conveying a vision, setting an example, individual support, and intellectual stimulation, have been shown to increase nurses' positive perceptions of leadership effectiveness, with the high performance expectation dimension being the most dominant. This shows that leaders who provide clear and realistic expectations are able to encourage optimal nurse performance, which includes nursing service tasks, health education, and administration. Transformational leadership functions as a catalyst in creating a positive and productive work environment, as well as encouraging innovation and improving the quality of health services. This finding is in line with previous studies by Phinari and Bernarto (2020), and Mansyur et al. (2022), which also stated that transformational leadership has a significant impact on performance in the health sector.

### *The Influence of Transformational Leadership on Organizational Citizenship Behavior*

This study shows that transformational leadership has a positive and significant effect on nurses' Organizational Citizenship Behavior (OCB). Leaders who are able to provide individual support, convey a vision, and encourage innovative thinking have been shown to encourage nurses to demonstrate voluntary behavior beyond their formal duties, such as helping coworkers and showing extra responsibility. OCB dimensions such as altruism and conscientiousness increase significantly when transformational leadership is implemented effectively. This creates a collaborative and innovative work culture, which ultimately supports improving the quality of health services. Transformational leadership plays an important role in motivating nurses to contribute more to the organization, especially when they feel valued and supported. This finding is in line with the study of Qalati et al. (2022), which states that transformational leadership directly increases OCB, and is supported by Soilihin (2024) who shows a positive influence even though it is influenced by the organizational context. In addition, Putra et al. (2023) emphasized that OCB can also be a mediator between transformational leadership and performance, strengthening the positive impact of this leadership style on individual and organizational work outcomes.

### *The Influence of Organizational Citizenship Behavior on Nurse Performance*

This study shows that Organizational Citizenship Behavior (OCB) has a positive and significant effect on nurse performance, where voluntary behaviors such as helping attitudes, extra responsibility, and concern for the organization increase work efficiency and effectiveness. OCB indicators, such as altruism, conscientiousness, and civic virtue, play an important role in shaping the perception of nurse performance, with the civic virtue dimension standing out because it reflects discipline and attention to work details. In a challenging work environment, OCB is a crucial factor in ensuring smooth operations and quality of service, especially in health facilities with limited resources. The study by Sa'adah and Rijanti (2022) confirmed that OCB significantly improved the performance of nurses in health centers, while Ilhami (2023) found that although it does not always have a direct effect, OCB often acts as a mediator in the relationship between other factors and performance. In addition, Putra et al. (2023) emphasized that OCB acts as a mediating variable between transformational leadership and performance, suggesting that organizations can improve nurse performance by encouraging voluntary behavior through effective leadership and strengthening organizational culture.

### *The Mediating Role of Organizational Citizenship Behavior in the Influence between Transformational Leadership and Nurse Performance*

This study found that Organizational Citizenship Behavior (OCB) acts as a partial mediator in the relationship between transformational leadership and nurse performance. Transformational leadership styles involving individual support, positive role models, and intellectual stimulation have been shown to encourage nurses to demonstrate voluntary behaviors outside of their formal responsibilities, such as altruism, conscientiousness, and civic virtue. OCB then strengthens this influence on improving performance. Nurses who exhibit high levels of OCB tend to help coworkers, actively participate in health programs, and provide more efficient services. A transformationally led work environment creates space for the growth of productive OCB. This finding is in line with Putra et al. (2023) and Haryadi et al. (2021), which stated that OCB significantly mediates the influence of transformational leadership on employee performance. Ilhami (2023) also emphasized that although OCB does not always have a direct impact, its role as a mediator is able to link effective leadership with optimal performance. Thus, OCB becomes an important element in maximizing the positive impact of transformational leadership on nurse performance.

### *The Role of Job Satisfaction in Moderating the Effect of Transformational Leadership on Nurse Performance*

This study shows that job satisfaction does not act as a significant moderator in the relationship between transformational



leadership and nurse performance. Although transformational leadership directly improves performance, the effect is independent of the level of nurse job satisfaction. Dimensions of job satisfaction such as relationships with coworkers and supervision do contribute to positive perceptions of the work environment, but are not strong enough to strengthen the influence of leadership on performance. This indicates that leadership effectiveness is more driven by the characteristics of the leadership style itself than the condition of individual job satisfaction (Gumara et al., 2024). In the context of stressful nursing work, emotional support and motivation from leaders remain key to improving performance, regardless of the level of job satisfaction. This finding is supported by Wang et al. (2021), who also found that job satisfaction does not always mediate or moderate the relationship between leadership and performance in various sectors. Meanwhile, Kishen et al. (2020) stated that the role of job satisfaction as a moderator can vary depending on the culture and structure of the organization. This finding provides new insight that other factors such as work commitment or organizational behavior may play a greater role in strengthening the influence of leadership on performance.

#### ***The Role of Job Satisfaction in Moderating the Effect of Transformational Leadership on OCB***

This study shows that job satisfaction does not significantly moderate the relationship between transformational leadership and nurses' Organizational Citizenship Behavior (OCB). Although transformational leadership can encourage nurses to demonstrate extra-role behavior, high workload and limited facilities and resources actually weaken this influence. Dense and demanding working conditions, especially in health facilities with limited staff, make nurses focus more on their main tasks, reducing the space to demonstrate voluntary behavior (Wang et al., 2021; Larasati, 2023). Although job satisfaction contributes to a positive work atmosphere, it is not strong enough to strengthen the effect of transformational leadership on OCB if external factors such as high work pressure and inadequate facilities remain obstacles. Research by Qalati et al. (2022) also emphasized that the quality of the relationship between leaders and subordinates plays a greater role in shaping OCB than the level of job satisfaction itself. Therefore, strategies to improve OCB need to focus not only on leadership style and job satisfaction, but also on managing workload and providing adequate facilities to create a work environment that supports nurses' voluntary behavior.

#### ***The Role of Job Satisfaction in Moderating the Effect of OCB on Nurse Performance***

This study shows that job satisfaction does not significantly moderate the effect of Organizational Citizenship Behavior (OCB) on nurse performance, and even tends to weaken the relationship. Although OCB has the potential to improve performance, high workload and limited facilities in health facilities are the main obstacles that reduce the effectiveness of OCB's contribution to performance. Nurses who treat many patients in a limited time often find it difficult to demonstrate voluntary behavior outside of their main obligations, even though they are satisfied with their work. This condition shows that job satisfaction alone is not enough to strengthen the effect of OCB on performance, especially in a stressful work environment and limited resources (Wang et al., 2021). The study by Sa'adah and Rijanti (2022) also found that OCB has a direct effect on nurse performance without being influenced by job satisfaction. In addition, Ilhami (2023) emphasized that although job satisfaction does not act as a moderator, OCB still plays an important role as a mediator in the relationship between leadership factors and performance. Therefore, to maximize the influence of OCB on performance, it is necessary to improve working conditions, such as more realistic workload management and increasing the availability of facilities and resources.

#### ***The Role of Work Commitment in Moderating the Effect of Transformational Leadership on Nurse Performance***

This study shows that work commitment significantly moderates the effect of transformational leadership on nurse performance, where the hypothesis regarding the moderation effect is accepted. Nurses with a high level of work commitment, especially in the form of affective commitment—a sense of pride and emotional attachment to the organization—are more able to respond positively to transformational leadership styles, thereby improving their performance (Putra et al., 2023). Work commitment, which also includes normative and sustainable aspects, is a reinforcement in this relationship, especially in stressful work environments such as the health sector. In the context of nursing tasks that demand high professionalism and work resilience, the role of transformational leaders becomes effective when nurses have a strong intrinsic drive to contribute (Haryadi et al., 2021). In addition to strengthening the influence of leadership on performance, work commitment also acts as an independent moderator that directly affects performance (Mansyur et al., 2022). Therefore, to increase the effectiveness of transformational leadership, organizations need to encourage and strengthen work commitment among nurses.

#### ***The Role of Work Commitment in Moderating the Effect of Transformational Leadership on OCB***

This study shows that work commitment significantly moderates the effect of transformational leadership on nurses' Organizational Citizenship Behavior (OCB), where the hypothesis regarding this moderation effect is accepted. Nurses with a high level of work commitment, especially in the form of affective commitment—emotional attachment to the organization—are more responsive to transformational leadership styles and tend to show higher volunteer behavior (Putra et al., 2023). Although transformational leadership has a direct effect on OCB, its effectiveness increases when nurses have

a strong work commitment. The affective commitment dimension shows the most significant effect compared to the normative and sustainable dimensions, especially in giving rise to OCB dimensions such as altruism and civic virtue, which are highly influenced by interpersonal relationships and participation in the organization (Larasati, 2023). In a stressful work context, nurses with high affective commitment tend to be more ready to help coworkers and make extra contributions beyond their main duties, especially when supported by visionary and supportive leadership (Haryadi et al., 2021). Thus, work commitment not only strengthens the influence of transformational leadership on OCB, but also has a direct impact on this behavior.

### ***The Role of Work Commitment in Moderating the Effect of OCB on Nurse Performance***

This study revealed that the influence of Organizational Citizenship Behavior (OCB) on nurse performance moderated by work commitment was significant but negative. This means that although OCB has the potential to improve performance, high work commitment actually weakens this influence. Nurses who are highly committed tend to focus more on their main tasks and have high expectations of themselves, so they have difficulty balancing between their main responsibilities and voluntary behavior (Haryadi et al., 2021). Pressure to meet organizational standards can reduce the space for nurses to demonstrate flexible and creative OCB. On the other hand, high work commitment can also limit the flexibility and personal initiative that are at the heart of OCB. These findings suggest that although work commitment is important in creating loyalty and dedication, in this context it can actually be an obstacle to optimizing OCB in improving performance. Therefore, health organizations need to create a work environment that allows nurses to balance commitment to their main tasks and the development of extra behaviors. Although several studies such as Sa'adah and Rijanti (2022) stated that the combination of OCB and work commitment can create positive synergy on performance, the results of this study show the importance of paying attention to the dynamics of workload and expectations for nurses so that OCB can function optimally.

### **CONCLUSION**

Based on the results of the research and discussion, several conclusions can be put forward, namely: Transformational leadership has a positive and significant effect on the performance of nurses in South Konawe Regency. Transformational leadership style has been proven to improve nurse performance through motivation, direction, and inspiration provided by the leader. Transformational leadership has a positive and significant effect on nurses' Organizational Citizenship Behavior (OCB). Transformational leaders encourage organizational citizenship behavior, such as cooperation, initiative, and active participation of nurses. Organizational Citizenship Behavior (OCB) has a positive and significant effect on nurse performance. Organizational citizenship behavior has been shown to improve nurse performance by creating a more collaborative and productive work environment. Transformational leadership has a significant effect on nurse performance through OCB mediation. OCB acts as a mediator that strengthens the influence between transformational leadership and nurse performance, with organizational citizenship behavior providing additional contributions to improving nurse performance. Job satisfaction does not moderate the influence between transformational leadership and nurse performance. In the context of this study, job satisfaction was not found to be significant as a factor influencing this influence. Work commitment moderates the influence between transformational leadership and nurse performance. Job commitment strengthens the positive impact of transformational leadership on performance, indicating the importance of nurse loyalty to the organization. This study shows that job satisfaction does not significantly moderate the effect of transformational leadership on nurses' Organizational Citizenship Behavior (OCB). Although transformational leadership can provide a strong motivational drive for nurses to behave extra beyond their obligations, external factors such as high work levels and limited facilities and resources can weaken the influence between transformational leadership and OCB. Job commitment moderates the influence between transformational leadership and OCB. Job commitment acts as a moderator of this influence, indicating that nurse loyalty to the organization supports the influence of transformational leadership on Organizational Citizenship Behavior. The results of the study showed that job satisfaction did not significantly moderate the influence of Organizational Citizenship Behavior (OCB) on nurse performance. Although OCB can improve nurse performance, the moderating factor in the form of job satisfaction did not have a significant impact in strengthening the influence between OCB and performance. This study found that the influence of Organizational Citizenship Behavior (OCB) on nurse performance moderated by job commitment showed significant but negative results. This means that although OCB can improve nurse performance, high work commitment actually weakens the effect. Nurses with high work commitment tend to focus more on their main tasks and feel bound by existing obligations, so that their energy and motivation to behave extra that goes beyond obligations (OCB) are limited, which ultimately reduces their performance.

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