



The Effect of Career Development, Non-Financial Compensation, and Transformational Leadership on Organizational Citizenship Behavior (OCB) through Job Satisfaction among Government Employees with Work Agreements (PPPK) at Dinas Bina Marga Cipta Karya dan Tata Ruang Provinsi Sumatera Barat

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Abstract: This study aims to analyze the effects of career development, non-financial compensation, and transformational leadership on Organizational Citizenship Behavior (OCB) through job satisfaction as an intervening variable among Government Employees with Work Agreements (PPPK) at the Department of Highways, Human Settlements and Spatial Planning of West Sumatra Province. This quantitative study involved 104 PPPK employees selected using saturated sampling. Data were collected through questionnaires and analyzed using Structural Equation Modeling-Partial Least Square (SEM-PLS) with SmartPLS 4. The results showed that career development, non-financial compensation, and transformational leadership had positive and significant effects on job satisfaction. Career development and non-financial compensation did not have significant direct effects on OCB, while transformational leadership and job satisfaction had



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positive and significant effects on OCB. Job satisfaction did not mediate the effect of career development on OCB, but positively and significantly mediated the effects of non-financial compensation and transformational leadership on OCB. The R-square values were 0.648 for job satisfaction and 0.558 for OCB. These findings indicate that job satisfaction is an important mechanism for strengthening OCB among PPPK employees.

Keywords: Career Development, Non-Financial Compensation, Transformational Leadership, Job Satisfaction, Organizational Citizenship Behavior.

1. Introduction

The effectiveness of public organizations is strongly influenced by the quality of human resource management. Organizations are required not only to ensure that employees complete their formal duties, but also to encourage positive work behaviors that support organizational effectiveness. Human resource management therefore becomes an important foundation for aligning employee capabilities, organizational support, leadership, and work attitudes [1].

In the public sector, Organizational Citizenship Behavior (OCB) is particularly relevant because employees may contribute beyond formal job descriptions by helping colleagues, maintaining harmonious relationships, participating in organizational activities, and voluntarily supporting organizational goals. OCB refers to discretionary behavior that is not directly or explicitly recognized by the formal reward system but contributes to organizational effectiveness [2].

Within the Indonesian civil-service context, Government Employees with Work Agreements (PPPK) have characteristics that differ from permanent civil servants, particularly in employment arrangements and career opportunities. This study focuses on 104 part-time PPPK employees at the Department of Highways, Human Settlements and Spatial Planning of West Sumatra Province. This setting is relevant because career development, non-financial compensation, leadership, and job satisfaction may shape how PPPK employees respond to their work environment and demonstrate extra-role behavior.

Career development may improve employees' perceptions of organizational support and future opportunities, thereby strengthening job satisfaction. Previous research found that career development is positively associated with job satisfaction [3], while other studies reported that career development can influence OCB [4]. Deshaspitri, Elfiswandi, and Yulasmi [5] also found that career development had a positive and significant effect on job satisfaction among civil servants. Non-financial compensation, such as recognition, a supportive work environment, good working relationships, opportunities for self-development, and challenging work, can also influence employees' work attitudes and behavior [6], [7].

Transformational leadership is another important organizational factor. Leaders who provide inspiration, motivation, individualized attention, and intellectual stimulation may create a positive work climate and encourage employees to contribute beyond formal requirements. Previous studies have reported positive relationships between transformational leadership, job satisfaction,





and OCB [8], [9], [10]. Putri, Elfiswandi, and Jhon Veri [11] further demonstrated the role of job satisfaction as an intervening mechanism between organizational factors and employee outcomes. Job satisfaction itself may become a mechanism through which organizational conditions are translated into positive employee behavior [12], [13].

Although previous studies have examined these variables separately or in partial combinations, empirical evidence concerning the integrated relationship among career development, non-financial compensation, transformational leadership, job satisfaction, and OCB among PPPK employees in a local government institution remains limited. Recent studies by Yolanda, Elfiswandi, and Jhon Veri [14] also show the relevance of leadership and OCB in public-sector settings, but they examine different predictors and model structures. The employment characteristics of part-time PPPK provide a specific organizational context that may produce different empirical relationships from those found among private-sector employees or permanent civil servants.

Based on this research gap, this study examines the direct effects of career development, non-financial compensation, and transformational leadership on job satisfaction and OCB, as well as the indirect effects of the three independent variables on OCB through job satisfaction. H1: career development → job satisfaction; H2: non-financial compensation → job satisfaction; H3: transformational leadership → job satisfaction; H4: career development → OCB; H5: non-financial compensation → OCB; H6: transformational leadership → OCB; H7: job satisfaction → OCB; H8: job satisfaction mediates career development → OCB; H9: job satisfaction mediates non-financial compensation → OCB; and H10: job satisfaction mediates transformational leadership → OCB.

2. Materials and Methods

This study employed a quantitative approach. The research object was part-time PPPK employees at the Department of Highways, Human Settlements and Spatial Planning of West Sumatra Province. Primary data were collected in 2026, while supporting organizational information used to describe the research context covered the 2023–2026 period. The population consisted of 104 PPPK employees, and the entire population was included as the sample using saturated sampling (census).

The study involved career development (X1), non-financial compensation (X2), and transformational leadership (X3) as independent variables; job satisfaction (Z) as the intervening variable; and Organizational Citizenship Behavior (Y) as the dependent variable. All variables were measured using questionnaire items on a five-point Likert scale. OCB was measured through altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Career development included work achievement, promotion opportunities, education and training, work experience, and organizational support. Non-financial compensation covered work environment, recognition and rewards, working relationships, self-development opportunities, and challenging and interesting work. Transformational leadership covered idealized influence, inspirational





motivation, intellectual stimulation, and individualized consideration. Job satisfaction covered satisfaction with the work itself, supervisor, colleagues, promotion, and compensation.

Data were analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS) with SmartPLS 4. The analysis consisted of descriptive statistics using the respondent achievement level (TCR), evaluation of the measurement model (outer model), evaluation of the structural model (inner model), and hypothesis testing using bootstrapping [15]. Convergent validity was assessed using outer loading and Average Variance Extracted (AVE), while reliability was assessed using Composite Reliability and Cronbach's Alpha. The structural model was evaluated using R-square and path coefficients. Hypotheses were considered significant when t -statistic > 1.96 and p -value < 0.05 [16].

3. Results and Discussion

3.1 Respondent Characteristics

The study involved 104 respondents. Table 1 shows that respondents were predominantly male, aged 26–45 years, and educated at senior-high-school level.

Table 1. Respondent Characteristics

Characteristic	Category	n	Percentage
Gender	Male	79	75.96%
	Female	25	24.04%
Age	17–25 years	0	0.00%
	26–45 years	82	78.85%
	>46 years	22	21.15%
Education	Senior high school/equivalent	50	48.08%
	Diploma (D3)	16	15.38%
	Bachelor (S1)	38	36.54%
	Master (S2)	0	0.00%

3.2 Descriptive Results

The TCR results show that OCB was categorized as fairly good, whereas career development, non-financial compensation, transformational leadership, and job satisfaction were categorized as less good. The summary is presented in Table 2.

Table 2. Summary of Respondent Achievement Level (TCR)

Variable	TCR	Category
Organizational Citizenship Behavior (Y)	67.21%	Fairly good
Career Development (X1)	67.42%	Less good
Non-Financial Compensation (X2)	63.29%	Less good



Transformational Leadership (X3)	62.55%	Less good
Job Satisfaction (Z)	66.06%	Less good

The descriptive results suggest that perceptions of organizational support and work conditions were not yet optimal. Nevertheless, OCB was relatively better than the other constructs, indicating that employees may still demonstrate extra-role behavior even when perceptions of career development, non-financial compensation, leadership, and job satisfaction remain moderate.

3.3 Measurement Model (Outer Model)

Figure 1 presents the final outer model generated using SmartPLS 4. The model contains five constructs and their respective indicators.

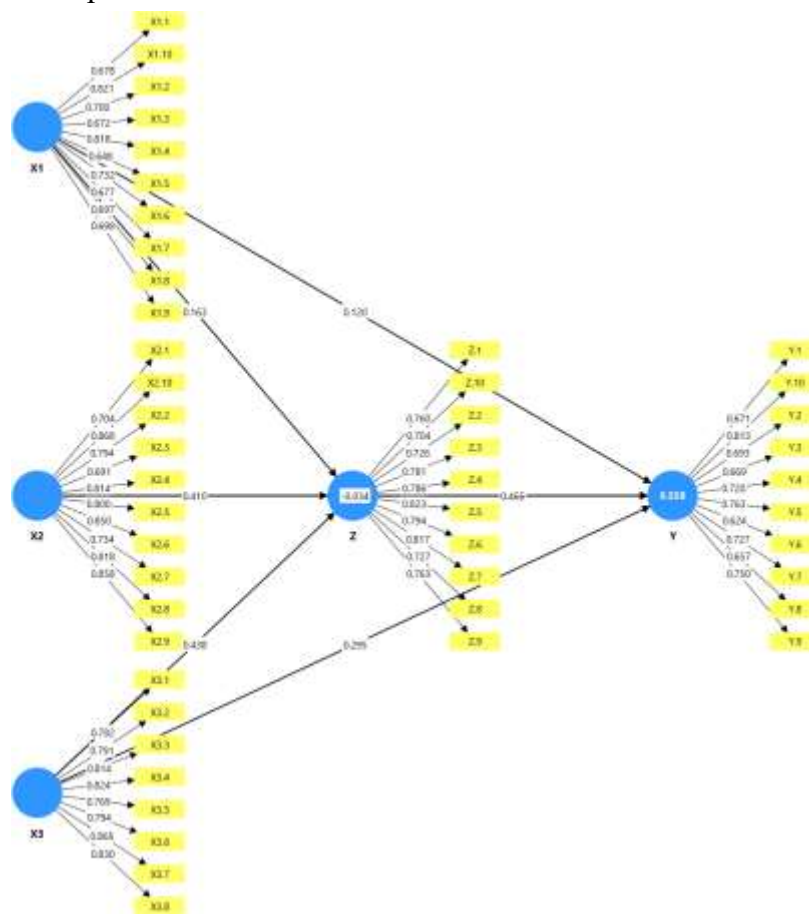


Figure 1. Final Outer Model and Outer Loading Results

Several indicators had outer loading values below 0.70, particularly in career development and OCB, while the lowest loading in non-financial compensation was 0.691. These indicators were



retained because construct-level AVE and reliability remained adequate. Table 3 summarizes the construct-level results.

Table 3. Convergent Validity and Reliability

Construct	AVE	Composite Reliability	Cronbach's Alpha	Decision
Career Development (X1)	0.513	0.913	0.894	Valid and reliable
Non-Financial Compensation (X2)	0.633	0.945	0.935	Valid and reliable
Transformational Leadership (X3)	0.655	0.938	0.924	Valid and reliable
OCB (Y)	0.505	0.910	0.890	Valid and reliable
Job Satisfaction (Z)	0.591	0.935	0.923	Valid and reliable

All AVE values exceeded 0.50, ranging from 0.505 to 0.655. Composite Reliability values ranged from 0.910 to 0.945, while Cronbach's Alpha values ranged from 0.890 to 0.935. Thus, all constructs met the validity and reliability requirements and were retained for structural analysis.

3.4 Structural Model

Figure 2 presents the structural inner model generated by SmartPLS 4. It estimates the direct paths from the three independent variables to job satisfaction and OCB, as well as the path from job satisfaction to OCB.



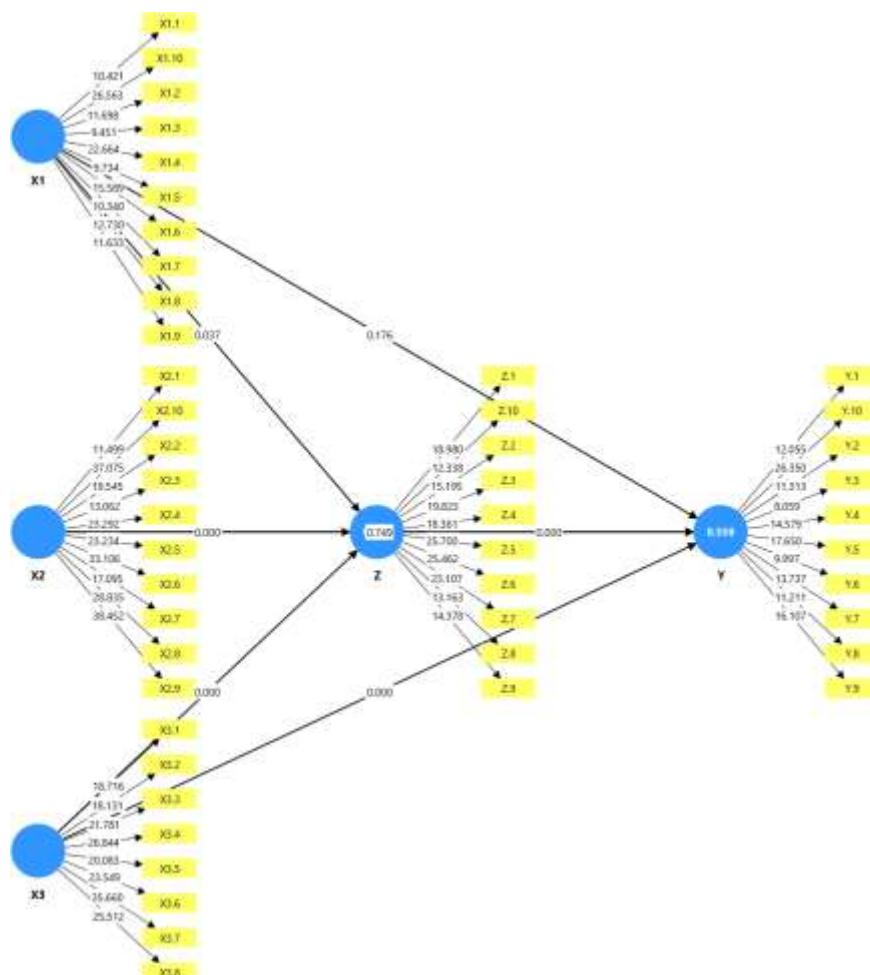


Figure 2. Structural Inner Model

Table 4. R-Square Results

Endogenous Construct	R ²	Adjusted R ²	Interpretation
Job Satisfaction (Z)	0.648	0.637	64.8% explained
OCB (Y)	0.558	0.545	55.8% explained

The R-square value for job satisfaction was 0.648, meaning that career development, non-financial compensation, and transformational leadership jointly explained 64.8% of the variance in job satisfaction. The R-square value for OCB was 0.558, meaning that career development, non-financial compensation, transformational leadership, and job satisfaction jointly explained 55.8% of OCB variance. The remaining variance was attributable to factors outside the model.

3.5 Hypothesis Testing





Direct and indirect effects were assessed through bootstrapping. Table 5 reports the seven direct relationships.

Table 5. Direct Effects and Hypothesis Testing

Hyp.	Relationship	β	t-stat.	p-value	Decision
H1	Career Development → Job Satisfaction	0.163	2.084	0.037	Accepted
H2	Non-Financial Compensation → Job Satisfaction	0.410	5.157	0.000	Accepted
H3	Transformational Leadership → Job Satisfaction	0.438	7.252	0.000	Accepted
H4	Career Development → OCB	0.120	1.352	0.176	Rejected
H5	Non-Financial Compensation → OCB	-0.034	0.320	0.749	Rejected
H6	Transformational Leadership → OCB	0.295	3.614	0.000	Accepted
H7	Job Satisfaction → OCB	0.466	4.052	0.000	Accepted

Career development, non-financial compensation, and transformational leadership significantly increased job satisfaction. Transformational leadership and job satisfaction also significantly increased OCB. In contrast, career development did not significantly affect OCB, and non-financial compensation showed a negative but statistically insignificant direct effect on OCB.

Table 6. Indirect Effects through Job Satisfaction

Hyp.	Indirect Relationship	β	t-stat.	p-value	Decision
H8	Career Development → Job Satisfaction → OCB	0.076	1.753	0.080	Rejected
H9	Non-Financial Compensation → Job Satisfaction → OCB	0.191	3.239	0.001	Accepted





	Satisfaction → OCB				
H10	Transformational Leadership → Job Satisfaction → OCB	0.204	3.486	0.000	Accepted

Job satisfaction did not significantly mediate the relationship between career development and OCB. However, job satisfaction significantly mediated the effects of non-financial compensation and transformational leadership on OCB. Overall, seven of the ten hypotheses were accepted (H1, H2, H3, H6, H7, H9, and H10), while H4, H5, and H8 were rejected.

3.6 Discussion

Career development and job satisfaction. Career development had a positive and significant effect on job satisfaction ($\beta = 0.163$; $t = 2.084$; $p = 0.037$). This indicates that opportunities to develop competence, gain experience, receive training, and obtain organizational support can improve employees' satisfaction. The result is consistent with previous findings linking career development with job satisfaction [3], [13].

Non-financial compensation and job satisfaction. Non-financial compensation positively and significantly affected job satisfaction ($\beta = 0.410$; $t = 5.157$; $p < 0.001$). Recognition, working relationships, a comfortable environment, development opportunities, and meaningful work can create a more positive employment experience. This is consistent with previous evidence concerning compensation and job satisfaction [17].

Transformational leadership and job satisfaction. Transformational leadership had the strongest direct effect on job satisfaction ($\beta = 0.438$; $t = 7.252$; $p < 0.001$). Leaders who provide inspiration, motivation, individual attention, and development opportunities can strengthen positive perceptions of work. This finding is consistent with previous studies [9], [17].

Career development and OCB. Career development had a positive but insignificant direct effect on OCB ($\beta = 0.120$; $t = 1.352$; $p = 0.176$). Career opportunities alone were therefore not sufficient to produce a statistically significant increase in extra-role behavior among the studied PPPK employees. The result differs from studies reporting a positive career-development–OCB relationship [7], which may reflect the specific employment characteristics of part-time PPPK.

Non-financial compensation and OCB. Non-financial compensation had a negative but insignificant direct effect on OCB ($\beta = -0.034$; $t = 0.320$; $p = 0.749$). The finding suggests that non-financial rewards do not automatically translate into extra-role behavior when considered without job satisfaction. This differs from earlier evidence linking compensation-related factors with OCB [5], [11]. The mediation result provides a more nuanced explanation because non-financial compensation became significant when it first improved job satisfaction.

Transformational leadership and OCB. Transformational leadership positively and significantly affected OCB ($\beta = 0.295$; $t = 3.614$; $p < 0.001$). The result supports evidence that





transformational leaders can encourage employees to help colleagues, maintain harmonious relationships, and participate beyond formal job requirements [6], [8].

Job satisfaction and OCB. Job satisfaction positively and significantly affected OCB ($\beta = 0.466$; $t = 4.052$; $p < 0.001$). Employees who experience greater satisfaction with their work, supervisors, colleagues, promotion, and compensation are more likely to demonstrate positive extra-role behavior. This finding is consistent with prior evidence [10], [18].

Mediating role of job satisfaction. Job satisfaction did not significantly mediate career development and OCB ($\beta = 0.076$; $t = 1.753$; $p = 0.080$). In contrast, it significantly mediated non-financial compensation and OCB ($\beta = 0.191$; $t = 3.239$; $p = 0.001$) and transformational leadership and OCB ($\beta = 0.204$; $t = 3.486$; $p < 0.001$). These results indicate that positive work experiences are an important mechanism through which organizational treatment and leadership can foster OCB [5], [9], [19].

4. Conclusion

The study concludes that career development, non-financial compensation, and transformational leadership significantly improve job satisfaction among PPPK employees. Transformational leadership and job satisfaction also significantly improve OCB, whereas career development and non-financial compensation do not have significant direct effects on OCB. Job satisfaction does not mediate the relationship between career development and OCB, but it significantly mediates the effects of non-financial compensation and transformational leadership on OCB. The model explains 64.8% of job satisfaction variance and 55.8% of OCB variance. The findings imply that efforts to strengthen OCB among PPPK employees should prioritize job satisfaction, supportive leadership, and non-financial recognition and development.

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