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OPTIMIZING PUBLIC SERVICE PERFORMANCE: THE ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN BUREAUCRATIC TRANSFORMATION

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ABSTRACT
This study explores the effectiveness of Organizational Citizenship Behavior (OCB) in improving public service performance in the era of digital transformation. By taking the case of DPMPTSP Semarang City, the study examines how OCB acts as a bridge connecting aspects of transformational leadership and job satisfaction with employee performance achievement. Involving all ASN and non-ASN employees as respondents, this study applies path analysis to examine the relationship between variables. Through a series of statistical tests using data collected from questionnaires, observations, and documentation, it was found that OCB plays a crucial role in mediating the impact of leadership and job satisfaction on performance. These findings indicate the importance of organizational behavior dynamics in the context of public service modernization while providing an empirical basis for developing performance improvement strategies in the government sector.
KEYWORDS: *Transformational Leadership, Job Satisfaction, OCB, Employee Performance.*

INTRODUCTION

Based on the literature review, this study examines the strategic role of OCB in the context of digital transformation in DPMPTSP Semarang City. The implementation of SPBE as part of the modernization of public services requires not only adequate technological infrastructure but also the readiness of human resources to adopt changes.(Rio Yusri Maulana, 2024). Effective digital leadership aspects are a crucial factor in driving organizational transformation.(Nuryadin et al., 2023), while employee job satisfaction plays an important role in ensuring the sustainability of service innovation.

Previous studies have identified various dimensions that influence the success of digital transformation in the public sector. Integration of technology into service processes not only impacts operational efficiency but also reshapes the interaction patterns between employees and the public.(Novianto, 2023). Adaptive leadership to technological change, combined with an optimal level of job satisfaction, creates a solid foundation for the realization of quality public services.(Rabbad & More, 2024).

In the context of DPMPTSP Semarang City, digital transformation provides opportunities as well as challenges in organizational management.(Prosperous, 2023). Organizational citizenship behavior (OCB) is a connecting factor that mediates the impact of leadership and job satisfaction on employee performance. When employees demonstrate voluntary behavior outside the formal demands of their jobs, it can accelerate the process of adapting to technological change and improve the quality of service to the community.(Rio Yusri Maulana, 2024).

This study attempts to fill the gap by analyzing the role of OCB in the specific context of digital transformation in DPMPTSP Semarang City. When government organizations face the demands of service modernization through the implementation of SPBE(Rio Yusri Maulana, 2024), a deep understanding of the dynamics of OCB becomes increasingly crucial. This study not only considers the technical aspects of digital transformation but also explores the organizational behavioral factors that support its successful implementation.

Although several studies have examined the impact of digital leadership on organizational performance,(Nuryadin et al., 2023), there is still limited understanding of the mediating role of OCB in the context of public services in Indonesia. Effective digital transformation requires more than just technology adoption; it requires fundamental changes in organizational culture and employee behavior. (Novianto, 2023). This study makes a unique contribution by investigating how OCB can bridge the gap between leadership, job satisfaction, and performance in the context of public service transformation.

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Given the specific challenges faced in the digitization of archives and services(Prosperous, 2023), this study also explores how OCB can facilitate technology adoption and work process changes. By understanding the relationship between effective leadership and employee performance(Rabbad & More, 2024)In the context of digital transformation, this study aims to provide practical insights for the development of human resource management strategies in the Indonesian public sector.

Research gaps were found regarding leadership and performance, and the impact of job satisfaction on performance can be influenced by various factors in organizational dynamics. Empirical research indicates that although leadership style can affect employee performance, this relationship is not always linear and universal in the context of public services. While some studies show a significant impact of digital leadership on organizational performance(Nuryadin et al., 2023), other studies indicate that this relationship may be mediated by factors such as job satisfaction.(KAWISANA et al., 2024). This complexity is increasingly relevant in the context of digital transformation, where elements of technology and organizational readiness.(Novianto, 2023)Interact with the dynamics of leadership and employee motivation.(Maesaroh et al., 2023).

The challenges in digitalizing public services are not only related to technical aspects but also involve complex dimensions of organizational behavior. The role of OCB is becoming increasingly crucial as a bridge between effective leadership and employee performance, especially in the face of systemic inefficiencies and gaps in public service expectations.(Schleu et al., 2024). By understanding these complex interactions, research is expected to provide significant contributions to the development of strategies to improve organizational performance in the era of digital transformation.

This study was conducted to answer several research questions based on the gaps: First, How is the role of OCB as a mediator in the relationship between digital leadership and employee performance in the context of service transformation at DPMPTSP Semarang City? Second, To what extent does job satisfaction affect OCB and employee performance in the era of digital transformation of public services? Third, How are the dynamics of the interaction between leadership, OCB, and employee performance in the context of SPBE implementation at DPMPTSP Semarang City? Fourth, How can OCB bridge the gap between expectations and the reality of public service performance in the context of digital transformation? Fifth, To what extent do employee motivation and engagement factors affect the effectiveness of leadership in driving performance in the era of digital transformation?

These research questions are designed to fill the knowledge gap about the role of OCB in the context of the digital transformation of public services in Indonesia, particularly in local government settings.

THEORETICAL MODELS AND RESEARCH HYPOTHESES

Employee Performance

Employee productivity and effectiveness are complex aspects formed from various elements, both from within and outside the organization, including aspects of internal motivation, level of satisfaction in work, and leadership patterns applied. In a study conducted by Bernardin and Russell (2013), six main components were identified in measuring performance that are universally applicable in both business and government environments, including aspects of quality, amount of output, speed of completion, budget efficiency, level of independence, and ability to interact.(Lestari et al., 2024). Dwiyanto's study (2018) places special emphasis on the importance of service focus and accountability in the context of public sector performance evaluation, emphasizing that responsiveness is key to optimal service delivery.(Heijin et al., 2023). The results of empirical research reveal the role of job satisfaction as a link between motivation and performance achievement, which indicates the importance of creating a work atmosphere that encourages enthusiasm to increase productivity.(Lestari et al., 2024). Furthermore, a comprehensive study conducted by Wang Hejin emphasized the significance of performance management through the right leadership approach and continuous improvement efforts in achieving organizational goals.(Chauke et al., 2022).

In evaluating employee performance, there are several key parameters that serve as benchmarks for assessment. These parameters include the capability to produce work output that meets the established quality and quantity standards, punctuality in completing work, expertise in optimizing the use of various organizational resources effectively, the level of independence in carrying out tasks without excessive supervision, and the ability to establish and maintain constructive working relationships, both with fellow co-workers and with various related stakeholders.

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Organizational Citizenship Behavior (OCB)

Increasing the effectiveness of public services cannot be separated from the role of Organizational Citizenship Behavior (OCB) which contributes to optimizing service quality and organizational efficiency, as emphasized in the research of Vigoda-Gadot and Beeri (2014). Aspects of OCB which include helping behavior (altruism), awareness, sportsmanship, manners, and active participation in the organization are important foundations in creating a conducive work climate and encouraging increased employee performance. The results of the study indicate that elements such as organizational culture, transformational leadership style, and work motivation have a real impact on OCB in the public sector environment, confirming the urgency of these factors in fostering positive behavior among employees.(Iqbal et al., 2024). Leadership and loyalty to the organization were identified as key drivers of OCB, indicating that appropriate leadership and strong dedication to organizational goals can strengthen OCB among employees.(Bakhri, 2024). The level of job satisfaction and organizational culture have also been shown to have a significant positive impact on OCB, indicating that developing these antecedent factors can result in more optimal organizational outcomes.(Kurniawan & Hina, 2023).

The role of OCB as a mediator in the relationship between leadership and performance in government institutions, as revealed by Maharani et al. (2013), further strengthens its significance in the context of the public sector. The increasing global research interest related to OCB and its influence on employee performance, especially in developing countries such as Indonesia, indicates the increasing recognition of the value of OCB in organizational dynamics.(Luthfiyana et al., 2024).

OCB measurement parameters can be observed through readiness to assist colleagues voluntarily, compliance with organizational regulations, tolerant attitudes towards non-ideal conditions, polite behavior and respect for the rights of others, and proactive involvement in various organizational activities.

H1: Organizational Citizenship Behavior (OCB) which includes readiness to assist colleagues voluntarily, compliance with organizational regulations, tolerance of less-than-ideal conditions, polite behavior and respect for the rights of others, and proactive involvement in various organizational activities a positive and significant impact on employee performance. This hypothesis suggests that the higher the level of organizational citizenship behavior displayed by employees, the higher their performance in carrying out their duties and responsibilities.

Transformational Leadership

The application of the transformational leadership model, characterized by fundamental dimensions including idealized influence, inspiring motivation, intellectual encouragement, and individual attention, has shown a significant impact in improving employee performance in various organizational settings. This leadership model is highly effective in a constantly changing environment such as the public service sector, where adaptability and innovation are the main demands. (Rony et al., 2023). Empirical studies at XYZ University revealed that transformational leadership style has a positive contribution to productivity, work quality, satisfaction levels, and organizational commitment through the formation of a shared vision and the creation of a supportive work atmosphere. (Rony et al., 2023). Furthermore, leaders with a transformational style are able to drive performance by broadening employees' horizons, increasing their awareness of collective goals, and mobilizing them to prioritize common interests over personal interests.(Mahyadi & Helmi, 2023). In the realm of public service, aspects of service-oriented leadership and innovation receive special emphasis, in line with the characteristics of transformational leadership that focus on inspiration and motivation to achieve optimal results (Gonfa, 2019).

Parameters for measuring transformational leadership can be observed through the leader's capability to become a respected role model, the ability to inspire and motivate subordinates, encourage the development of creativity and innovation and pay attention to the individual development needs of employees. The effectiveness of transformational leadership is also influenced by factors such as culture and organizational structure that can strengthen or weaken its impact.(Rony et al., 2023). Amid increasingly complex global dynamics and challenges, the urgency of implementing transformational leadership is increasingly apparent, considering its impact which not only touches on aspects of achieving organizational goals but is also able to transform the fundamental values and attitudes of employees towards superior results.(Gonfa, 2019).

H2: Leadership has a positive and significant influence on Organizational Citizenship Behavior (OCB). This hypothesis illustrates that the more effective the leadership applied, the higher the level of OCB shown by employees in the work environment.

H3: Leadership has a positive and significant influence on employee performance. This hypothesis indicates that leadership effectiveness will be directly proportional to the increase in employee performance in carrying out their duties and responsibilities.

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Job satisfaction

Job satisfaction, which is a manifestation of positive emotional responses to work, has a significant influence on various organizational aspects, including employee performance, the tendency to stay in the organization, and the overall level of productivity. Luthans (2011) elaborates on five fundamental dimensions of job satisfaction, including job characteristics, remuneration systems, career development paths, monitoring mechanisms, and dynamics of employee relationships, which are strengthened through systematic studies that reveal the role of job satisfaction as a mediator in reducing employee turnover rates, especially in the context of health services.(Dewanti et al., 2023). The results of the study indicate that job satisfaction plays a vital role in increasing organizational commitment and performance, especially in the public sector environment, where employees with high levels of satisfaction show more positive contributions to service quality and engagement with the community.(Putra et al., 2023). Herzberg's Job Characteristics Model and Two-Factor Theory provide a conceptual foundation for understanding the psychological aspects underlying job satisfaction, with an emphasis on the importance of both internal and external motivational factors.(Bayad & Touri, 2024).

Evaluation of job satisfaction levels can be measured through several key parameters, including the level of satisfaction with the content and context of the work being carried out, perceptions of the balance between compensation and workload, availability of opportunities to develop competence and career, quality of guidance and direction from superiors, and the creation of constructive working relationships with fellow co-workers. Integration of these various aspects is fundamental in efforts to improve employee morale and overall organizational effectiveness in various sectors.

H4: Job satisfaction, which includes the level of satisfaction with the content and context of the work being carried out, perceptions of the balance between compensation and workload, availability of opportunities to develop competence and career, quality of guidance and direction from superiors, and the creation of constructive working relationships with fellow co-workers, has a positive and significant influence on Organizational Citizenship Behavior (OCB). This hypothesis indicates that the higher the level of job satisfaction felt by employees, the stronger their tendency to demonstrate organizational citizenship behavior.

H5: Job satisfaction has a positive and significant influence on employee performance. This hypothesis suggests that increasing employee job satisfaction will be directly proportional to increasing their performance in carrying out their duties and responsibilities.

Research Model

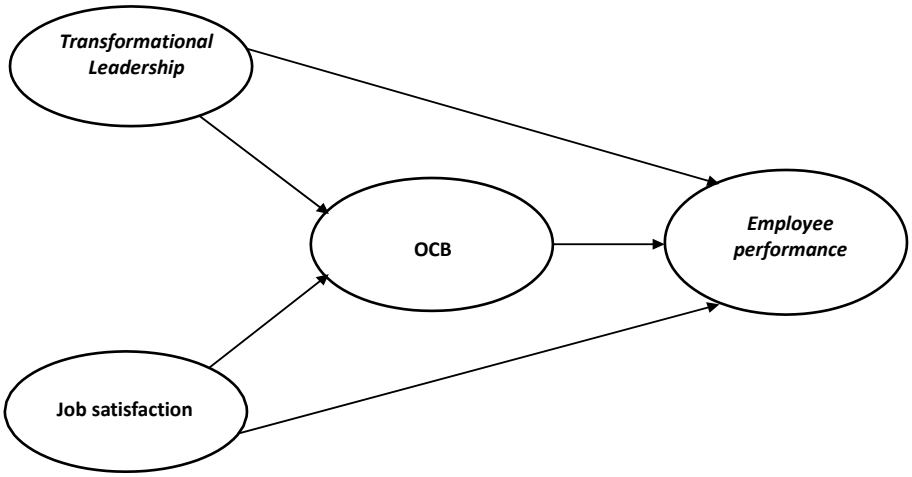


Figure 1: Conceptual Framework Model

Research Method

This study adopts a quantitative approach through an exploratory survey to examine the causal relationship between leadership variables, job satisfaction, OCB, and employee performance in the context of DPMPTSP Semarang City. The study population includes all employees with both ASN and Non-ASN status with a total of 78 respondents. Given the relatively affordable population size, this study uses the Saturated Sampling or Census technique where all members of the population are taken as research samples. The data collection process is carried out through a validated questionnaire instrument with a 5-level Likert scale, which is enriched with documentation methods, direct observation, and interviews to obtain more comprehensive data.

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Data processing applies the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS software, chosen because of its ability to handle complex models with relatively small samples.(Hair, JF, Hult, GTM, Ringle, CM, & Sarstedt, 2017).

RESULTS AND DISCUSSION

Respondent characteristics

The respondents used in the study were all employees at DPMPTSP Semarang City. The profile of the respondents in this study shows a diversity of demographic characteristics and backgrounds. Of the 78 respondents, there was a gender balance with 32 males (41.03%) and 46 females (58.97%). The majority of respondents had an economics/accounting educational background and a bachelor's degree (87.18%). Most respondents (88.6%) held positions other than managerial positions. In terms of work experience, 43.8% had worked for 5 years or more. The largest age group was 21-40 years (40.0%). This profile reflects that respondents have a relevant educational background, indicating the potential for professional maturity in the organization. This diversity provides a rich perspective for research on transformational leadership, job satisfaction, OCB, and employee performance.

Reliability and validity

Validity refers to the measurement of constructs. In SEM, convergent validity is usually evaluated based on the factor loading value of the indicators that measure the construct. The recommended factor loading value is >0.5. While reliability refers to the consistency of construct measurement. Reliability testing is carried out using AVE (Average Variance Extracted), with a recommended value exceeding 0.5 and composite reliability should reach a value higher than 0.7

Convergent Validity

Convergent validity consists of three main testing components including item reliability to evaluate the validity of each indicator, composite reliability, and average variance extracted (AVE). Convergent validity testing is applied to measure the extent to which the indicators used can explain the dimensions studied. This indicates that the higher the convergent validity value obtained, the greater the capability of the dimension to represent the latent variables measured.

a. Reliability Item

Item reliability or what is known as indicator validity is one of the important components in evaluating the measurement model. Testing item reliability can be observed through the loading factor value (standardized loading) which reflects the magnitude of the correlation between each indicator and its construct. In this test, a loading factor value above 0.7 is considered ideal, indicating that the indicator is valid in measuring the intended construct. However, based on the criteria put forward by Chin (1998), a standardized loading factor value above 0.5 can still be accepted as a threshold of feasibility, while indicators with standardized loading factor values below 0.5 should be removed from the measurement model. The following are the results of the item reliability test that can be observed in the standardized loading column:

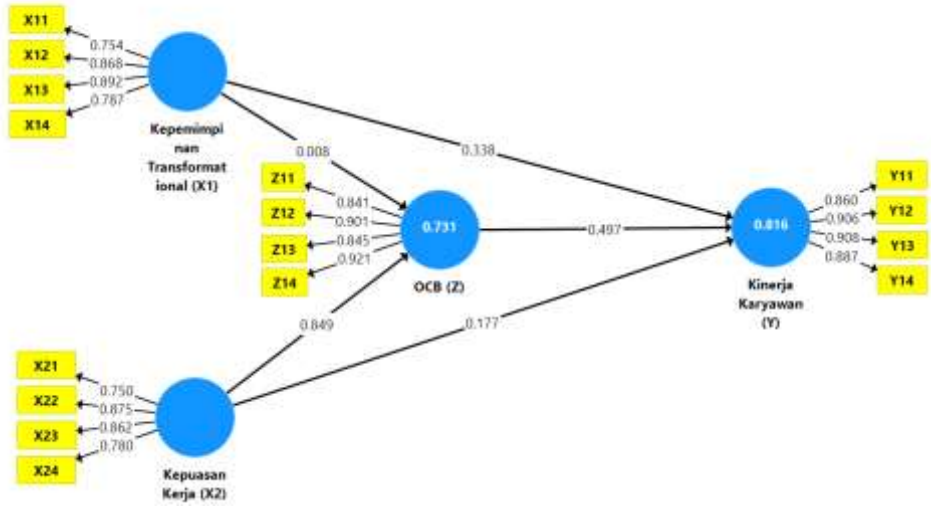


Figure 2: Path Coefficient

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Based on the test results, it can be seen that all indicators have loading values that exceed the threshold of 0.7 so there is no need to eliminate indicators from the model. This finding confirms that each indicator used has met the validity criteria in explaining its respective latent variables, both for the constructs of transformational leadership, job satisfaction, OCB, and employee performance.

b. Composite Reliability

In testing composite reliability or construct reliability, the two main statistical parameters used are Cronbach's alpha and DG rho (PCA). Cronbach's alpha functions as an indicator of the minimum limit of reliability of a construct, while composite reliability provides an overview of the actual value of the reliability of the construct being tested. Referring to the applicable rule of thumb, the composite reliability and Cronbach's alpha values that are considered qualified are those that exceed the threshold of 0.6. Based on these measurement criteria, a construct can be declared to have a high level of reliability if the value obtained exceeds 0.60.

Table 1. Composite Reliability Results

	Cronbach's Alpha
Transformational Leadership	**0.847**
Job satisfaction	**0.834**
Employee performance	**0.913**
OCB	**0.900**

Source: 2024 Data Processing Results

The results of the analysis presented in Table 1 indicate satisfactory composite reliability values for all research variables. Transformational leadership recorded a value of 0.847, job satisfaction showed a figure of 0.834, OCB obtained a value of 0.900, and employee performance reached 0.913. With Cronbach's alpha value obtained exceeding the threshold of 0.7 for the four latent variables, it can be concluded that all constructs have a good level of reliability as a measurement instrument.

Average Variance Extracted(AVE) is a parameter that shows how much variance can be explained by measurement items compared to variance caused by measurement errors. Referring to applicable standards, a construct can be said to have good convergent validity if it reaches an AVE value above 0.5. This indicates that the latent variable can explain more than fifty percent of the variance of its measurement indicators.

Table 2. Results of Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Transformational Leadership	**0.684**
Job satisfaction	**0.670**
Employee performance	**0.794**
OCB	**0.770**

Source: 2024 Data Processing Results

Based on the data in Table 2, the results of the analysis show that the Average Variance Extracted (AVE) value for each research variable reaches a satisfactory number. Transformational leadership has an AVE value of 0.684, job satisfaction reaches 0.670, while OCB and employee performance each recorded a value of 0.794. Given that all variables have AVE values that exceed the threshold of 0.5, it can be concluded that the research construct has good convergent validity, where the latent variables are able to explain more than fifty percent of the variance of its measurement indicators.

1. Discriminant Validity

The evaluation of discriminant validity in the reflective measurement model is carried out by analyzing the cross-loading value and comparing the AVE value with the square of the correlation between constructs. The cross-loading criterion is obtained through a comparison between the correlation of the indicator with its construct and the construct from other blocks. A model can be said to have good discriminant validity if it can show that the indicator variable can explain its construct higher than its ability to explain the variance of other construct indicators. The following are the results of the discriminant validity test for each indicator used in the study:

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Table 3. Discriminant Validity

	Transformational Leadership	Job satisfaction	Employee performance	OCB
X11	0.754	0.434	0.535	0.407
X12	0.868	0.687	0.740	0.606
X13	0.892	0.612	0.671	0.497
X14	0.787	0.426	0.448	0.346
X21	0.439	0.750	0.637	0.623
X22	0.630	0.875	0.781	0.761
X23	0.585	0.862	0.694	0.708
X24	0.535	0.780	0.585	0.700
Y11	0.548	0.809	0.860	0.862
Y12	0.780	0.777	0.906	0.760
Y13	0.712	0.695	0.908	0.695
Y14	0.603	0.655	0.887	0.673
Z11	0.596	0.797	0.788	0.841
Z12	0.523	0.736	0.749	0.901
Z13	0.368	0.678	0.648	0.845
Z14	0.525	0.778	0.762	0.921

Source: 2024 Data Processing Results

The results of the analysis in Table 3 indicate that the discriminant validity or loading factor values for each variable show a higher correlation with the original variable compared to other variables. A similar pattern is also seen in the indicators used for each variable. This finding confirms that the placement of indicators on each variable has been done correctly and meets the criteria for discriminant validity.

Analysis Inner Model

R-squares is an indicator that shows the proportion of variation in the value of an endogenous variable that can be explained by the exogenous variables that influence it and also functions as a parameter to evaluate the quality of the model. Referring to the criteria put forward by Juliandi (2018), the interpretation of the value R-square can be categorized into three levels: a value of 0.75 indicates a substantial (good) model, a value of 0.50 indicates a moderate (medium) model and a value of 0.25 indicates a weak (bad) model. Based on the results of data processing using the smartPLS 3.0 program, the obtained values *R-Square* can be observed in the following images and tables:

Table 4. R2 Results

	R-Square	*Adjusted R-Square*
Employee performance	0.816	0.809
OCB	0.731	0.723

Source: 2024 Data Processing Results

Based on the results of data analysis, it was found that the model for Employee Performance (Y) has an R Square value of 0.816 and an Adjusted R Square of 0.809, which means that the independent variables in the model can explain the variation in Employee Performance by 81.6%, with an adjusted value of 80.9%, while the rest is influenced by other variables outside the research model. Meanwhile, for the OCB variable (Z), the R Square value reaches 0.731 and the Adjusted R Square is 0.723, indicating that the independent variables in the model can explain the variation in OCB by 73.1%, with an adjusted value of 72.3%, and the rest is influenced by other factors not included in the research model, where both models show good predictive ability because they have R Square and Adjusted R Square values above 70%, with the Employee Performance model (Y) showing better predictive ability than the OCB model (Z).

Hypothesis Testing

This testing stage is intended to determine the path coefficient in the structural model, with the main focus on evaluating the significance of all relationships between variables or hypothesis testing. In this study, hypothesis testing is carried out by distinguishing between direct and indirect influences between variables. The results of data processing using the smartPLS 3.0 program produce a visualization of the hypothesis test that can be observed through the path coefficient diagram as follows:

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Table 5. Path Coefficient

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2.149	1.226		1,752	.084
	Transformational Leadership	.001	.083	.001	.007	.994
	Job satisfaction	.877	.082	.848	10,670	.000

a. Dependent Variable: OCB

Coefficientsa

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.428	1,061		.404	.688
	Transformational Leadership	.325	.070	.320	4.643	.000
	Job satisfaction	.185	.110	.183	1.675	.098
	OCB	.491	.098	.502	5.017	.000

a. Dependent Variable: Employee Performance

Based on the results of the regression analysis, it was found that Job Satisfaction has a positive and significant effect on OCB with a beta coefficient of 0.848 (t = 10.670, p <0.001), while Transformational Leadership does not have a significant effect on OCB (beta = 0.001, t = 0.007, p = 0.994). Furthermore, in the second model with Employee Performance as the dependent variable, it was found that OCB has a positive and significant effect with a beta coefficient of 0.502 (t = 5.017, p <0.001), Transformational Leadership also has a positive and significant effect with a beta of 0.320 (t = 4.643, p <0.001), while Job Satisfaction does not show a significant effect on Employee Performance (beta = 0.183, t = 1.675, p = 0.098). This means that the higher the employee's job satisfaction, the higher their OCB behavior, but transformational leadership does not directly affect OCB. On the other hand, both OCB and transformational leadership behaviors play an important role in improving employee performance, where every increase in OCB and transformational leadership style will be followed by an increase in employee performance, while job satisfaction does not have a significant direct influence on employee performance.

DISCUSSION

The Influence of Transformational Leadership on OCB and Employee Performance

Based on the results of the study, it was found that transformational leadership did not have a significant effect on OCB with a beta value of 0.001 (t = 0.007, p = 0.994). This finding is contrary to several previous studies that generally show a positive effect of transformational leadership on OCB. This indicates that in DPMPTSP Semarang City, employee OCB behavior is not directly influenced by the transformational leadership style applied. This phenomenon may be caused by the specific characteristics of government organizations or other contextual factors that moderate the relationship between transformational leadership and OCB.

Interestingly, transformational leadership shows a positive and significant influence on employee performance with a beta coefficient of 0.320 (t=4.643, p<0.001). This indicates that although transformational leadership does not directly affect OCB, this leadership style is still effective in improving employee performance at DPMPTSP Semarang City. This finding is in line with previous studies that highlight the important role of transformational leadership in motivating employees, creating a supportive work environment, and encouraging the achievement of organizational goals. The effectiveness of transformational leadership in improving performance may operate through other mechanisms such as increasing intrinsic motivation, organizational commitment, or developing individual capacity.

The Influence of Job Satisfaction on OCB and Employee Performance

Based on the analysis results, job satisfaction has a strong positive and significant influence on OCB with a beta coefficient of 0.848 (t=10.670, p<0.001). This finding indicates that the higher the level of job satisfaction of DPMPTSP Semarang City employees, the higher their tendency to demonstrate OCB behavior. This strong relationship indicates that when employees are satisfied with various aspects of their jobs, such as job substance, salary, career development opportunities, quality of supervision, and relationships with coworkers, they are more likely to demonstrate voluntary behavior that benefits the organization beyond their formal responsibilities. This

is in line with the social exchange theory where employees who feel well treated by the organization will tend to reciprocate with extra contributions.

On the other hand, interestingly, job satisfaction did not show a significant direct effect on employee performance (beta=0.183, t=1.675, p=0.098). This finding is contrary to several previous studies that generally found a positive relationship between job satisfaction and performance. However, this pattern may indicate that in DPMPTSP Semarang City, the effect of job satisfaction on performance is more indirect, namely through increased OCB. In other words, job satisfaction may contribute to increased performance through its role in encouraging OCB behavior, which in turn positively affects performance, rather than directly affecting performance. This indicates the importance of considering mediating factors in understanding the relationship between job satisfaction and employee performance.

The Influence of OCB on Employee Performance
Based on the results of research at DPMPTSP Semarang City, improving public services has a significant impact on organizational performance, as reflected in the high OCB value and the effectiveness of transformational leadership. Digital transformation in public services, especially through the implementation of SPBE (Electronic-Based Government System), has succeeded in overcoming various bureaucratic inefficiencies and creating a smarter governance culture. This is demonstrated through increased transparency of services, accessibility of information, and better collaboration between the public and private sectors, which ultimately contribute to improving overall organizational performance.

In addition, the focus on improving public services has encouraged the development of employee competencies and innovation in service delivery. Through the digitization of archives and integrated service systems, DPMPTSP Semarang City has succeeded in increasing operational efficiency and reducing service processing time. Although there are still challenges in terms of understanding technology among employees, the organization's commitment to continuously improving service quality has created a more responsive and customer satisfaction-oriented work environment. The positive impact of this service improvement is not only seen in increased public satisfaction but also in improved employee motivation and productivity, which ultimately contributes to improving overall organizational performance.

Moreover, the focus on service improvement has created a multiplier effect within the organization, where improvements in one aspect of service drive improvements in other aspects. For example, digitizing services not only increases efficiency, but also drives transparency, reduces the potential for corruption, and increases public trust in institutions. This creates a positive cycle where increased public trust drives employees to provide better service, which in turn improves organizational performance in a sustainable manner. Thus, it can be concluded that investing in improving public service is an effective strategy to improve overall organizational performance.

CONCLUSION

This study analyzes the role of Organizational Citizenship Behavior (OCB) as a mediating variable in the relationship between transformational leadership, job satisfaction, and employee performance at the Semarang City Investment and One-Stop Integrated Service Office (DPMPTSP). Based on the data analysis and discussion that has been carried out, several main conclusions can be drawn:

1. **Job Satisfaction and OCB**Job satisfaction has been shown to have a positive and significant influence on Organizational Citizenship Behavior (OCB). This shows that the higher the level of employee job satisfaction, the greater their tendency to demonstrate positive organizational citizenship behavior. This finding underscores the importance of creating a satisfying work environment to encourage behavior outside of formal tasks.
2. **Transformational Leadership**Interestingly, transformational leadership does not have a significant direct effect on OCB. However, this leadership style has been shown to have a positive and significant effect on employee performance. This suggests that transformational leadership still plays an important role in improving performance through mechanisms other than OCB.
3. **The Role of OCB in Employee Performance Organizational** Citizenship Behavior (OCB) has a positive and significant influence on employee performance. This finding confirms that voluntary and extra-role behaviors demonstrated by employees contribute significantly to improving organizational performance.
4. **Digital Transformation and Public Services**This study reveals that digital transformation through the Electronic-Based Government System (SPBE) has succeeded in increasing the efficiency, transparency, and quality of public services at the Semarang City DPMPTSP. Digitalization of services not only improves internal operations but also increases public trust.

Practical Implications

- Organizations need to focus on improving job satisfaction to encourage better OCB behaviors.
- Transformational leadership development remains important even though its impact is complex.
- Investments in digitalization and improving service quality can create a positive cycle of performance improvement.

Limitations and Suggestions for Future Research

- This research is limited to the context of DPMPTSP Semarang City, so a comparative study is needed in other institutions.
- Further research could investigate other variables that may influence OCB and employee performance.
- Further exploration is needed into the specific mechanisms by which transformational leadership influences performance.

Overall, this study makes an important contribution to understanding the dynamics of OCB, leadership, and performance in the public service sector, particularly in the context of digital transformation in Indonesia.

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