

A Moderated Mediation Model of Organizational Citizenship Behavior: The Roles of Transformational Leadership, Perceived Workload, Psychological Empowerment, and Perceived Organizational Support

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ABSTRACT

This study examines how Transformational Leadership and perceived workload influence employees' Organizational Citizenship Behavior by incorporating Psychological Empowerment as a mediating mechanism and Perceived Organizational Support as a contextual moderator within public sector organizations. Data were collected from 97 employees at KPP Pratama Padang Dua using a saturated sampling technique and analyzed through Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. The findings indicate that transformational leadership and perceived workload have a significant positive effect on both psychological empowerment and OCB. Psychological empowerment plays a central mediating role in translating leadership practices and job demands into employees' discretionary behaviors. Furthermore, perceived organizational support strengthens the structural relationships, enhancing the effect of leadership and workload on OCB within a moderated mediation framework.

INTRODUCTION

The Directorate General of Taxes (DGT), as a first-echelon institution under the Ministry of Finance of the Republic of Indonesia, plays a pivotal role in ensuring the sustainability of state revenue. In fulfilling this mandate, the DGT is required to maintain optimal organizational performance while simultaneously adapting to increasingly dynamic environmental changes. These transformations have been manifested through comprehensive tax reform initiatives, including regulatory refinement, organizational restructuring, human resource development, and the digitalization of tax administration systems through the implementation of the Core Tax Administration System (Coretax). Such reforms are intended not only to improve efficiency and transparency but also to strengthen public trust in the tax authority.

Despite these efforts, the implementation of tax reforms inevitably generates complex organizational challenges. The DGT is confronted with rising revenue targets, increasing demands for faster and more transparent public services, and the necessity to adapt to digitalized work processes. Furthermore, the growing diversity and complexity of taxpayer needs place additional pressure on organizational units to sustain high-quality service delivery. Consequently, each operational unit, including tax service offices, is required to continuously maintain and enhance its organizational effectiveness in a rapidly changing environment.

As one of the operational technical units, KPP Pratama Padang Dua holds a strategic role in translating tax reform policies into practical implementation. However, the complexity of these reform demands may affect organizational stability, particularly when internal readiness is insufficient. This condition is reflected in the decline of organizational performance, as indicated by the decrease in the Organizational Performance Score (NKO) from 108.23% in 2024 to 92.44% in 2025, suggesting that several key performance indicators have not been achieved optimally.

This decline highlights underlying issues in organizational effectiveness, which are closely associated with internal behavioral dynamics, particularly employee work behavior. Organizational success is not solely determined by employees' ability to perform formal job responsibilities (in-role), but also by their willingness to engage in discretionary, extra-role behaviors. Such behaviors are widely recognized as Organizational Citizenship Behavior (OCB), defined as voluntary actions beyond formal job requirements that contribute significantly to organizational effectiveness (Organ, 1988). OCB has been empirically shown to enhance teamwork, facilitate coordination, and foster a positive work environment (Podsakoff et al., 2000), while also improving productivity, efficiency, and overall organizational performance (Chiang & Hsieh, 2012; Carpenter et al., 2014; Li & Xie, 2022).

In the context of KPP Pratama Padang Dua, the achievement of performance indicators is highly dependent on cross-unit collaboration, which requires employees to actively engage in helping behaviors, knowledge sharing, and voluntary support. However, empirical observations indicate that OCB among employees remains suboptimal, as reflected in the low levels of altruism,

limited participation in organizational activities (civic virtue), and a tendency to express dissatisfaction toward workplace conditions (sportsmanship).

The suboptimal level of OCB cannot be separated from several organizational and psychological determinants. One of the key factors is transformational leadership, which refers to a leadership style that inspires and motivates employees to transcend personal interests for the benefit of organizational goals (Bass, 1985). Transformational leaders foster intrinsic motivation by articulating a compelling vision, providing role models, and encouraging employees to contribute beyond formal expectations. Previous studies have consistently demonstrated that transformational leadership positively influences OCB by promoting employees' willingness to engage in discretionary behaviors (Ibrahim et al., 2024; Asif et al., 2025)

In addition, perceived workload represents another critical factor influencing OCB. Perceived workload refers to employees' subjective evaluation of task demands, particularly in terms of time pressure, complexity, and required effort (Rizzo et al., 1970). Within the Job Demands-Resources (JD-R) framework, workload is categorized as a job demand that may deplete employees' physical and psychological resources (Demerouti et al., 2001). When perceived workload is excessively high, employees tend to prioritize task completion, thereby reducing their capacity and willingness to engage in extra-role behaviors such as helping others or participating in organizational activities (Suryadi & Foeh, 2022). Nevertheless, under certain conditions, manageable workload may also function as a motivating challenge that encourages positive work behavior.

Furthermore, psychological empowerment serves as a crucial mechanism that links organizational conditions to employee behavior. Psychological empowerment refers to an individual's intrinsic motivation manifested through a sense of meaning, competence, self-determination, and impact in the workplace (Thomas & Velthouse, 1990). Employees who experience a high level of psychological empowerment are more likely to take initiative and engage in OCB, as they perceive themselves as capable and influential within the organization (Byaruhanga & Othuma, 2016; Jha, 2014).

Moreover, perceived organizational support (POS) plays a significant role in strengthening the relationships among these variables. POS reflects employees' perceptions of the extent to which the organization values their contributions and cares about their well-being. Drawing on Social Exchange Theory, employees who perceive strong organizational support are more likely to reciprocate through positive behaviors such as OCB (Ihtian, 2014). Within the JD-R framework, POS also functions as a job resource that mitigates the negative effects of workload while enhancing the positive influence of transformational leadership on psychological empowerment and OCB (Al-Hakim et al., 2022).

Although previous studies have examined these variables independently, there remains a significant research gap in understanding their integrated relationships, particularly in public sector organizations undergoing digital transformation. Therefore, this study aims to investigate the influence of transformational leadership and perceived workload on Organizational Citizenship Behavior through psychological empowerment as a mediating

variable and perceived organizational support as a moderating variable. This research is expected to contribute both theoretically and practically by providing a more comprehensive understanding of employee behavior in supporting organizational effectiveness amid ongoing tax reforms.

THEORETICAL REVIEW

Social Exchange Theory

This study is grounded in Social Exchange Theory (Blau, 1964) to explain the relationships among transformational leadership, perceived workload, psychological empowerment, perceived organizational support (POS), and Organizational Citizenship Behavior (OCB). The theory posits that workplace interactions are based on reciprocal exchanges, where employees respond to favorable treatment with positive attitudes and discretionary behaviors (Cropanzano & Mitchell, 2005).

Within this framework, transformational leadership fosters trust and mutual obligation, encouraging employees to reciprocate through OCB. Psychological empowerment mediates this relationship by enhancing intrinsic motivation and responsibility, while POS reinforces reciprocity by strengthening employees' perceptions of organizational support and buffering workload pressures. Accordingly, OCB is viewed as a reciprocal outcome of leadership, empowerment, and organizational support within social exchange relationships.

Job Demands–Resources Theory (JD-R Theory)

This study adopts the Job Demands–Resources (JD-R) Theory developed by Demerouti et al. (2001), an extension of the Job Demand–Control model by Karasek (1979), to explain how perceived workload, transformational leadership, psychological empowerment, and perceived organizational support (POS) influence Organizational Citizenship Behavior (OCB). The JD-R framework posits that employee well-being and motivation are shaped by the balance between job demands and job resources.

Within this framework, workload represents a key job demand that requires substantial physical, cognitive, and emotional effort. Excessive workload may deplete energy and reduce OCB. However, job resources such as transformational leadership, psychological empowerment, and POS function as motivational drivers that help employees cope with demands, enhance engagement, and sustain positive behaviors. Accordingly, when job resources are sufficient, high workload can be perceived as a challenge rather than a burden, thereby maintaining or even strengthening OCB. The conceptual model proposed in this study is presented in Figure 1.

Transformational Leadership, Perceived Workload, and Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to discretionary employee behavior that goes beyond formal job requirements and contributes to organizational effectiveness (Organ, 1988). Employees who demonstrate OCB tend to support colleagues, maintain cooperation, and contribute proactively to organizational goals.

Transformational leadership has been consistently identified as a key antecedent of OCB. Leaders who inspire, motivate, and provide individualized consideration foster positive employee attitudes and discretionary behaviors. Empirical studies by Podsakoff et al. (1990) and Asif et al. (2025) confirm that transformational leadership significantly enhances OCB.

Meanwhile, perceived workload represents job demands that may produce varying effects. Suryadi & Foeh (2022) find that excessive workload negatively affects OCB, whereas Wijaya & Purba (2020) and Lusiana et al. (2025) demonstrate that workload can positively influence OCB when perceived as a challenge.

H1: Transformational leadership has a significant positive effect on Organizational Citizenship Behavior (OCB).

H2: Perceived workload has a significant positive effect on Organizational Citizenship Behavior (OCB).

The Mediating Role of Psychological Empowerment

Psychological empowerment is defined as an intrinsic motivational state characterized by meaning, competence, self-determination, and impact (Spreitzer, 1995). Employees with higher empowerment tend to be more proactive and engaged in extra-role behaviors.

Prior studies show that transformational leadership significantly enhances psychological empowerment (Khusanova et al., 2019; Asif et al., 2025). Additionally, Wijaya & Purba (2020) find that perceived workload can positively influence empowerment when interpreted as a challenge. Furthermore, psychological empowerment has been proven to significantly influence OCB (Putri et al., 2022; Khusanova et al., 2019).

Psychological empowerment also acts as a mediating mechanism. (Asif et al. (2025) and Khusanova et al. (2019) demonstrate that empowerment mediates the relationship between transformational leadership and OCB. Similarly, Wijaya & Purba, (2020) and Sutrisno & Indriasari (2020) confirm that empowerment mediates the relationship between perceived workload and OCB.

H3: Transformational leadership has a significant positive effect on psychological empowerment.

H4: Perceived workload has a significant positive effect on psychological empowerment.

H5: Psychological empowerment has a significant positive effect on Organizational Citizenship Behavior (OCB)

H6: Psychological empowerment mediates the relationship between transformational leadership and OCB.

H7: Psychological empowerment mediates the relationship between perceived workload and Organizational Citizenship Behavior (OCB).

The Moderating Role of Perceived Organizational Support (POS)

Perceived Organizational Support (POS) reflects employees’ belief that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). POS plays a crucial role in strengthening employees’ motivation and reinforcing reciprocal relationships.

Empirical evidence indicates that POS strengthens the effect of leadership and psychological factors on OCB. Asif et al. (2025) find that POS amplifies the impact of transformational leadership on psychological empowerment and OCB. Similarly, Li & Chen (2023) show that POS reinforces the relationship between psychological variables and OCB. Additionally, Wijaya & Purba (2020) highlight that POS enhances employees’ positive appraisal of workload, thereby strengthening its indirect effect on OCB.

H8: Perceived Organizational Support moderates the mediating role of psychological empowerment in the relationship between transformational leadership and Organizational Citizenship Behavior (OCB)

H9: Perceived Organizational Support moderates the mediating role of psychological empowerment in the relationship between perceived workload and Organizational Citizenship Behavior (OCB).

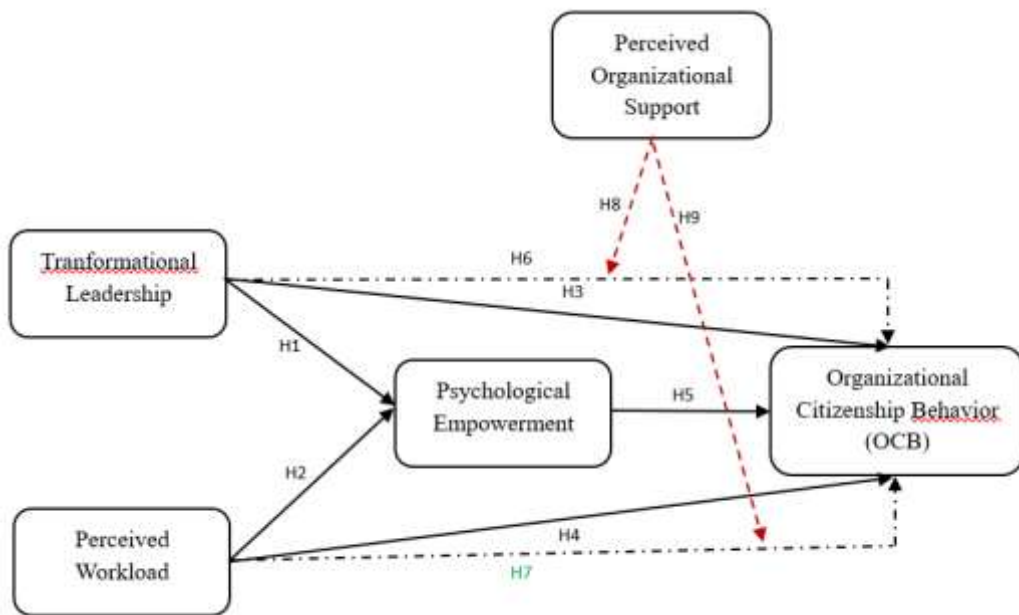


Figure 1. Conceptual Framework

METHODOLOGY

This study employed a quantitative research design with an associative approach to examine the causal relationships among transformational leadership, perceived workload, psychological empowerment, perceived organizational support (POS), and Organizational Citizenship Behavior (OCB). The research was conducted at KPP Pratama Padang Dua.

The population consisted of all employees of KPP Pratama Padang Dua, totaling 97 individuals. Given the relatively small population size, a saturated sampling technique was applied, whereby all 97 employees were selected as

respondents. Data were collected through Indonesian-language questionnaires to enhance clarity and respondent comprehension. A five-point Likert scale was used to measure all variables examined in this study.

Data collection was carried out using structured questionnaires with a five-point Likert scale to ensure consistency and ease of response. Transformational leadership was measured using the Global Transformational Leadership Scale (Carless et al., 2000), perceived workload was assessed using indicators adapted from Spector & Jex (1998) and NASA-TLX (Hart & Staveland, 1988), psychological empowerment was measured using Spreitzer (1995) scale, perceived organizational support was measured using the scale developed by Eisenberger et al. (1986), and OCB was assessed using the instrument proposed by Francis & Alagas (2019).

This study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 4.0 as the primary analytical technique to examine relationships among latent variables and generate predictive insights. Model adequacy was evaluated by assessing reliability and validity criteria. Indicators were considered to meet convergent validity when outer loadings were ≥ 0.70 and AVE values were ≥ 0.50 , indicating that the indicators adequately represent their respective constructs (Hair, et al., 2019). However, Hair, et al. (2017) noted that in the early stages of model evaluation, loading values of around 0.30 may still be acceptable as a minimum threshold, values around 0.40 indicate better quality, and values above 0.50 are generally considered significant. In this study, a loading factor threshold of ≥ 0.60 was adopted as the minimum criterion for indicator retention.

RESULTS

This study presents the demographic characteristics of respondents to provide context for the survey sample. The sample consisted of 97 employees of KPP Pratama Padang Dua. The demographic variables included age, gender, educational background, and length of service.

Table 1. Description of Research Respondents

Categories	Details	Amount	Percentages (%)
Age (Years)	20-30	32	33
	31-40	27	28
	41-50	25	26
	>50	13	13
Gender	Male	45	46
	Female	52	54
Education	Senior High School	1	1
	Diploma I	9	9
	Diploma III	24	25
	Bachelor	47	48
	Master/Doctoral	16	16

Work Experience	0-5 years	3	3
	6-10 years	30	31
	11-15 years	22	23
	≥ 16 years	42	43

Source: processed data

Outer Model Measurement

The outer model was evaluated through validity and reliability assessments. Convergent validity was examined using outer loadings and Average Variance Extracted (AVE). Indicators were retained when loadings ≥ 0.60 and AVE ≥ 0.50, indicating adequate construct representation (Hair, et al., 2017; Hair, et al., 2019). Initial testing identified several indicators (OCB1, OCB9, POS7, POS8) with loadings below the threshold, which were subsequently removed. After re-estimation, all remaining indicators met the required criteria, with most loadings exceeding 0.60 and several constructs, particularly Transformational Leadership and Perceived Organizational Support, demonstrating very high loadings (>0.90). The result of full model analysis in this study is presented in Figure 2.

All AVE values exceeded 0.50 (OCB = 0.545; Psychological Empowerment = 0.501; Perceived Workload = 0.634; Transformational Leadership = 0.854; POS = 0.817), confirming convergent validity. Discriminant validity was assessed using cross-loadings and HTMT, with all HTMT values below 0.90 (maximum = 0.836), indicating clear construct distinctiveness.

Reliability testing showed Cronbach’s alpha and composite reliability values above 0.70 for all constructs (0.894–0.971), confirming strong internal consistency. Overall, the measurement model satisfies all PLS-SEM criteria and is suitable for structural model analysis.

Table 2. Results of Outer Model Measurement

Constructs/items	Outer Loading	Note	Cronbach’s Alpha	CR	AVE
Organizational Citizenship Behavior			0.936	0.943	0.545
OCB1	0.590	Removed			
OCB2	0.691	Valid			
OCB3	0.665	Valid			
OCB4	0.669	Valid			
OCB5	0.752	Valid			
OCB6	0.695	Valid			
OCB7	0.716	Valid			
OCB8	0.637	Valid			
OCB9	0.585	Removed			
OCB10	0.782	Valid			
OCB11	0.765	Valid			
OCB12	0.761	Valid			
OCB13	0.804	Valid			
OCB14	0.767	Valid			

Constructs/items	Outer Loading	Note	Cronbach's Alpha	CR	AVE
OCB15	0.793	Valid			
OCB16	0.804	Valid			
Psychological Empowerment			0.909	0.923	0.501
PE1	0.727	Valid			
PE2	0.713	Valid			
PE3	0.700	Valid			
PE4	0.671	Valid			
PE5	0.695	Valid			
PE6	0.729	Valid			
PE7	0.672	Valid			
PE8	0.689	Valid			
PE9	0.777	Valid			
PE10	0.725	Valid			
PE11	0.715	Valid			
PE12	0.671	Valid			
Perceived Organizational Support			0.955	0.964	0.817
POS1	0.909	Valid			
POS2	0.938	Valid			
POS3	0.940	Valid			
POS4	0.907	Valid			
POS5	0.793	Valid			
POS6	0.919	Valid			
POS7	-0.084	Removed			
POS8	-0.134	Removed			
Perceived Workload			0.894	0.912	0.634
PW1	0.851	Valid			
PW2	0.811	Valid			
PW3	0.702	Valid			
PW4	0.857	Valid			
PW5	0.872	Valid			
PW6	0.658	Valid			
Transformational Leadership			0.971	0.976	0.854
TL1	0.900	Valid			
TL2	0.928	Valid			
TL3	0.916	Valid			
TL4	0.944	Valid			
TL5	0.940	Valid			
TL6	0.909	Valid			
TL7	0.930	Valid			

Source: Processed data

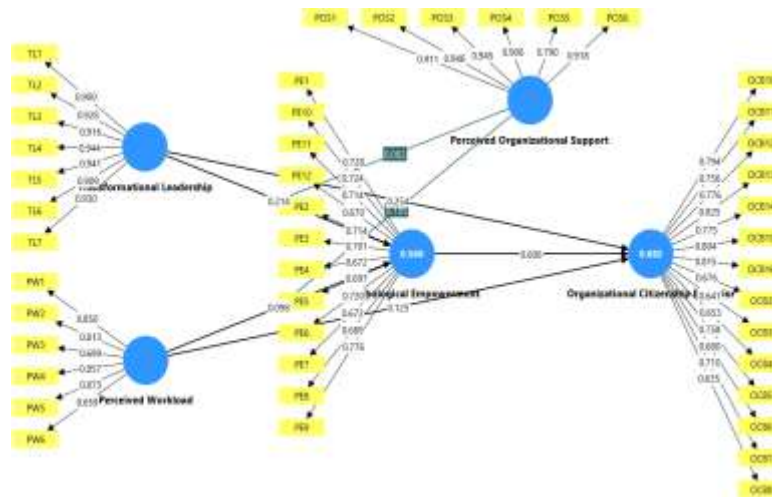


Figure 2. The Result of Full Model Analysis

Inner Model Measurement

The structural model was evaluated using SmartPLS bootstrapping. Predictive relevance was gauged via the coefficient of determination (R²), reflecting the proportion of variance in endogenous constructs accounted for by the model.

Table 3. Calculation Results of The R-Square Value

Variable	R Square	R Square Adjusted
Organizational Citizenship Behavior	0,692	0.491
Psychological Empowerment	0.560	0.468

Source: Processed data

Table 3 shows the R² values for each endogenous construct. Organizational Citizenship Behavior (OCB) achieved an R² value of 0.692, indicating that approximately 69.2% of its variance is explained by the model, reflecting substantial explanatory power. Psychological Empowerment obtained an R² value of 0.560, suggesting moderate explanatory strength. These results indicate that the model has adequate predictive capability in explaining the endogenous variables.

Hypotheses testing was conducted using SmartPLS bootstrapping by examining path coefficients, t-statistics, and p-values. The results indicate that transformational leadership has a positive and significant effect on Organizational Citizenship Behavior ($\beta = 0.254$; $p < 0.05$). Perceived workload also has a positive and significant effect on Organizational Citizenship Behavior ($\beta = 0.125$; $p < 0.05$).

Furthermore, transformational leadership significantly influences psychological empowerment ($\beta = 0.214$; $p < 0.05$), while perceived workload does not have a significant effect on psychological empowerment ($\beta = 0.098$; $p > 0.05$). Psychological empowerment shows a strong positive and significant effect on Organizational Citizenship Behavior ($\beta = 0.606$; $p < 0.05$).

Table 4. Direct Effects

Path Between Variables	Original Sample	T-Value	P-Value	Conclusion
Transformational Leadership -> Organizational Citizenship Behavior	0.254	3.756	0.000	Accepted
Perceived Workload -> Organizational Citizenship Behavior	0.125	1.994	0.023	Accepted
Transformational Leadership -> Psychological Empowerment	0.214	1.819	0.034	Accepted
Perceived Workload -> Psychological Empowerment	0.098	1.199	0.115	Rejected
Psychological Empowerment -> Organizational Citizenship Behavior	0.606	11.472	0.000	Accepted

Source: Processed data

Table 5 presents the results of the mediation analysis, examining whether psychological empowerment mediates the relationships between transformational leadership, perceived workload, and Organizational Citizenship Behavior.

Table 5. Indirect Effects (Mediation Results)

Path Between Variables	Original Sample	T-Value	P-Value	Conclusion
Transformational Leadership -> Psychological Empowerment -> Organizational Citizenship Behavior	0.130	1.769	0.039	Accepted
Perceived Workload -> Psychological Empowerment -> Organizational Citizenship Behavior	0.060	1.174	0.120	Rejected

Source: Processed data

The results indicate that psychological empowerment significantly mediates the relationship between transformational leadership and Organizational Citizenship Behavior ($\beta = 0.130$; $p < 0.05$). This suggests that transformational leadership enhances OCB indirectly by strengthening employees' psychological empowerment. However, psychological empowerment does not mediate the relationship between perceived workload and OCB ($\beta = 0.060$; $p > 0.05$).

Table 6 presents the results of the moderated mediation analysis, examining whether perceived organizational support (POS) moderates the indirect relationships through psychological empowerment.

Table 6. Moderation Effects

Path Between Variables	Original Sample	T-Value	P-Value	Conclusion
Perceived Organizational Support x Transformational Leadership -> Psychological Empowerment -> Organizational Citizenship Behavior	0.050	1.135	0.128	Rejected

Perceived Organizational Support x Perceived Workload -> Psychological Empowerment -> Organizational Citizenship Behavior	0.112	1.912	0.028	Accepted
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Source: Processed data

The findings reveal that perceived organizational support does not moderate the indirect effect of transformational leadership on Organizational Citizenship Behavior through psychological empowerment ($\beta = 0.050$; $p > 0.05$). However, perceived organizational support significantly moderates the indirect effect of perceived workload on Organizational Citizenship Behavior via psychological empowerment ($\beta = 0.112$; $p < 0.05$). This indicates that higher organizational support strengthens the indirect influence of perceived workload on OCB through psychological empowerment.

DISCUSSION

This study strengthens the theoretical understanding of Organizational Citizenship Behavior (OCB) by positioning transformational leadership as a primary structural driver within public sector organizations. Drawing on Social Exchange Theory, the findings demonstrate that leaders who exhibit vision, individualized consideration, and intellectual stimulation cultivate reciprocal employee behaviors that extend beyond formal job roles. This reinforces the argument of Robbins & Judge (2019) that leadership functions not only as a directive mechanism but also as a catalyst for discretionary employee contributions. Empirical evidence from Qalati et al. (2022), Almohtaseb et al. (2023), and Khusanova et al. (2019) further confirms the robustness of this relationship across contexts.

A critical contribution of this study lies in reinterpreting perceived workload within the Job Demands–Resources (JD-R) framework. Contrary to conventional assumptions that workload primarily generates strain, the findings reveal that it can function as a challenge demand that stimulates OCB. This suggests that job demands are not inherently detrimental but may activate adaptive and cooperative behaviors when employees perceive them as meaningful. This extends prior studies (Wijaya & Purba, 2020; Sutrisno & Indriasari, 2020; Lusiana et al., 2025) by demonstrating that workload can operate as a situational trigger of prosocial behavior rather than merely a source of pressure.

The study further sharpens theoretical distinctions by separating motivational mechanisms from situational pressures. Transformational leadership is shown to significantly enhance psychological empowerment, confirming its role as a key psychological pathway. Consistent with the perspectives of Bass (1985), Yukl (2010), and Spreitzer (1995), empowerment emerges when employees experience meaning, competence, autonomy, and impact in their work. Empirical support (Khusanova et al., 2019; Almohtaseb et al., 2023; Asif et al., 2025) highlights that leadership-driven intrinsic motivation is central to shaping employee cognition and behavior.

In contrast, the non-significant relationship between perceived workload and psychological empowerment provides an important theoretical boundary condition. This finding reinforces the JD-R proposition (Bakker & Demerouti, 2007) that psychological states are primarily shaped by job resources rather than job demands. While workload may trigger behavioral adaptation, it does not inherently strengthen employees' internal sense of control or meaning. This distinction is crucial, as it differentiates between compliance driven by situational pressure and engagement driven by intrinsic motivation.

Psychological empowerment is also confirmed as a central determinant of OCB, aligning with Self-Determination Theory (Ryan & Deci, 2000). Employees who experience autonomy, competence, and meaningfulness are more likely to engage in proactive and prosocial behaviors. This finding reinforces prior research (Turnipseed & VandeWaa, 2020; Almohtaseb et al., 2023; Khusanova et al., 2019) and underscores the importance of internal psychological conditions in explaining discretionary workplace behavior.

A key theoretical advancement of this study lies in validating psychological empowerment as a mediating mechanism linking transformational leadership and OCB. The results indicate that leadership influences OCB not only directly but also indirectly through the enhancement of employees' internal psychological states. This dual-path mechanism strengthens prior arguments (Asif et al., 2025; Khusanova et al., 2019) that leadership effectiveness is fundamentally rooted in its ability to shape intrinsic motivation and cognitive engagement.

Conversely, psychological empowerment does not mediate the relationship between perceived workload and OCB, offering further theoretical refinement. Although workload may directly stimulate cooperative behavior, this effect operates through adaptive responses rather than intrinsic motivation. Within the JD-R perspective, this finding confirms that job demands primarily influence behavioral outcomes through energy mobilization rather than psychological enrichment, thereby limiting their role in fostering empowerment.

From a contextual perspective, the moderating role of perceived organizational support (POS) reveals asymmetrical dynamics. POS does not strengthen the indirect effect of transformational leadership on OCB, suggesting a substitution effect in which strong leadership already fulfills employees' need for support. In line with Organizational Support Theory (Eisenberger et al., 1986), employees often perceive leaders as representatives of the organization, reducing the incremental impact of formal organizational support. This finding is consistent with Almohtaseb et al. (2023), which highlights the independent strength of transformational leadership.

However, POS significantly strengthens the relationship between perceived workload and OCB through psychological empowerment. This underscores the buffering role of organizational resources within the JD-R framework, where support enables employees to reinterpret workload as a positive challenge rather than a burden. In this context, POS acts as a critical enabling condition that transforms job demands into opportunities for engagement. This also aligns with Social Exchange Theory, as employees

reciprocate perceived organizational support through increased discretionary effort.

In summary, this study contributes to the literature by integrating leadership, motivational, and contextual perspectives into a coherent explanatory model. The findings highlight that sustainable OCB is primarily driven by leadership-induced psychological empowerment, while workload operates as a contingent situational factor shaped by organizational support. This integrative perspective refines existing theoretical frameworks and provides a more nuanced understanding of employee behavior in high-demand public sector environments.

CONCLUSIONS AND RECOMMENDATIONS

The findings highlight the central role of transformational leadership in fostering Organizational Citizenship Behavior (OCB). Transformational leadership not only directly promotes OCB but also enhances psychological empowerment, which in turn encourages employees to engage in voluntary, extra-role behaviors. This indicates that leadership effectiveness operates through both direct influence and the strengthening of employees' internal psychological states.

Perceived workload is also found to positively influence OCB, suggesting that job demands can function as motivating challenges rather than constraints. However, workload does not significantly affect psychological empowerment, indicating that job demands alone are insufficient to enhance employees' intrinsic motivation without adequate support and autonomy. In contrast, psychological empowerment emerges as a strong predictor of OCB, reinforcing its importance as a key motivational mechanism.

Furthermore, psychological empowerment mediates the relationship between transformational leadership and OCB, but not the relationship between workload and OCB. This suggests that leadership-driven behaviors are intrinsically motivated, whereas workload-driven behaviors are more adaptive. From a contextual perspective, perceived organizational support does not strengthen the leadership-OCB relationship but significantly enhances the effect of workload on OCB through psychological empowerment, highlighting its role in transforming job demands into positive challenges.

Practically, organizations should strengthen transformational leadership, enhance psychological empowerment through greater autonomy and employee involvement, and manage workload to remain challenging yet manageable. Strengthening organizational support systems is also essential to optimize employee responses. Employees are encouraged to actively develop competencies, collaborate effectively, and contribute positively to the organization.

FURTHER STUDY

The findings of this study should be interpreted with certain limitations. The sample was limited to employees of the KPP Pratama Padang Dua, which may restrict the generalizability of the results to other organizational settings. Additionally, the cross-sectional design limits the ability to establish strong

causal relationships among transformational leadership, perceived workload, psychological empowerment, and OCB. Future research is encouraged to employ longitudinal or experimental designs to strengthen causal inference and capture changes in employee behavior over time. Expanding the research context across different institutions is also recommended to improve external validity.

Furthermore, future studies may enrich the model by incorporating variables such as intrinsic motivation, organizational commitment, job satisfaction, or alternative leadership styles to provide deeper insights into employee behavior. Further investigation of perceived organizational support is also necessary to clarify its varying role across different relationships. Finally, examining the distinction between challenge and hindrance workload is essential to better understand its impact on psychological and behavioral outcomes.

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