

The Role of Transformational Leadership and PsyCap in Shaping Organizational Citizenship Behavior: Exploring Job Satisfaction as a Mediator

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ARTICLE INFO

Article History:

Received: 28 Jul, 2024

Revised: 11 Aug, 2024

Accepted: 18 Sep, 2024

Available Online: 19 Sep, 2024

DOI:

<https://doi.org/10.56536/ijmres.v14i3.664>

Keywords:

Organizational citizenship behavior,
Transformational leadership, psychological capital,
Job satisfaction

JEL Classification:

C12, M10

ABSTRACT

This paper focuses on the relationship between Transformational leadership, Psychological Capital, Job satisfaction and Organizational Citizenship Behavior in the context of the banking industry. Transformational leadership (TL) is considered a strong determinant of Organizational citizenship behavior (OCB) since the behaviors it promotes support the organization's effectiveness in ways that are not covered by the contractual responsibilities of an employee. Consequently, the effects of Transformational leadership and PsyCap (PsyCap) on employees' Organizational citizenship behavior have not been studied extensively, incorporating the banking industry perspective into the investigation. To fill this void, the present research aims to investigate the effects of Transformational leadership and PsyCap on Organizational citizenship behavior, with Job Satisfaction (JS) as the mediator. Based on the quantitative, descriptive study and cross-sectional method of data analysis, the study makes use of 242 structured questionnaires distributed among banking professionals to test the research hypotheses. The collected data was analyzed and examined by using Structured Equation Modeling through the Partial Least Square method. To analyze the collected data SPSS version 26 and Smart PLS 4 were used. The results thus highlight positive. Job satisfaction significantly mediates psychological capital, Job satisfaction but not significant with Transformational leadership, and Job satisfaction. These results extend the leadership and employee behavior literature in stressful conditions and have practical implications for improving organization performance and employees' well-being through leadership training and HR practices promotion. This work fills a hole in the writing and offers viable bits of knowledge for upgrading representative prosperity and hierarchical viability.

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INTRODUCTION

With the ever-dynamic environment in the current business world, people's resources play a critical role in determining industrial and organizational outcomes. Embedded into it are leadership practices and employees' attitudes, which are critical to organizational outcomes influence. Organizational Citizenship Behavior (OCB) at the same time refers to a set of intentional

and innovative behaviors that are not prescribed by an employee's formal role but that facilitate organizational productivity ((Kloutsiniotis & Mihail, 2020; Soelton, 2023). Transformational Leadership (TL) that has been deemed to go beyond known documented behaviors and PsyCap(PsyCap) are some of the significant antecedents of OCB (Lee et al., 2024).

OCB is currently receiving a lot of research attention because it is widely considered as a major success factor of organizational performance outside the well-defined responsibilities of the position. It comprises actions like helping people in the workplace, being proactive, and adaptability that are not redeemed by the reward system, yet they significantly contribute to effective organizational relationships (Phetsombat & Na-Nan 2023). Based on the findings on the antecedents of OCB including TL and PsyCap, one can try to find out how to encourage these voluntary behaviors for Organizational effectiveness and Employee satisfaction (Sajid et al., 2024).

Transformational leadership is special because it encourages employees to go beyond measurable callings (Bass, 1985). TL research establishes that those leaders possessing TL dispositions foster contexts where the voluntary contribution of the workforce toward organizational targets is encouraged (Al-Ghazali & Afsar, 2022). PsyCap on the other hand prepares employees' mind to face challenges in the workplace with an optimistic attitude where the individuals engage in behaviors that are beneficial to the organization (Yu et al., 2019; Al-Ghazali & Afsar, 2022). Although the enabling roles of TL and PsyCap on enhancing positive employee behaviors are well established in the literature, the moderating relationship about the Banking sectors that compete intensively remain largely unexamined (Gom et al., 2021; Geremias et al., 2024). Being one of the most significant segments of the worldwide economy, banking is always challenged to stay efficient and profitable. In this regard, extra role behaviors like OCB have a powerful impact on performance over and above the contractual expectations of the employees.

The purpose of this research will be to explore the link between the amount of transformational leadership, amount of psychological capital, level of job satisfaction, and amount of organizational citizenship behavior in the banking system. More precisely, it aims to investigate the nature of the relationship between transformational leadership, psychological capital, and OCB, as well as the role of mediator variable, job satisfaction.

This study addresses the following research questions,

1. what is the relationship between transformational leadership and Organizational Citizenship Behavior (OCB) in the banking sector?
2. Does there an impact of PsyCap and Organizational Citizenship Behavior (OCB) in the banking sector?
3. To what extent does job satisfaction mediate the relationship between transformational leadership, psychological capital, and organizational citizenship behavior in the banking sector?
4. What will be the impact of transformational leadership and, PsyCap on Job Satisfaction?

5. To what extent does Job Satisfaction influence organizational citizenship behavior in the banking sector?

The findings of this study are therefore important to theory and practice within the context of the banking industry. The results of the study will also help in the theory progression in views of expanding the comprehension of the relationship between TL and PsyCap with worker behaviors in stressful banking contexts. In practice, identified insights can be used to improve the practices and interventions within leadership development programs as well as human resource management strategies that focus on proactive contribution from the employees.

Therefore, the current research intends to complement the existing literature with empirical data in relation to TL, PsyCap, and OCB, with emphasis given to the banking industry. Through this way it aims to expand the knowledge about the leadership, employee behavior and organizational efficiency in the banking sector and therefore provides useful recommendations for the improvement of the organizational performance and employee satisfaction in such an important field.

LITERATURE REVIEW

Organizational Citizenship Behavior

As defined by Organ (1988), Organization Citizenship Behavior is an instrument of behavior that describes additional organizational activities performed by the employee which are not recognized by other formal systems of organization reward (Soelton, 2023). As stated by Robbins and Judge (2006), OCB is a kind of behavior that is not directly prescribed by organizational requirements; however, it is critical for an organization in terms of its functioning. OCB includes practices, they are politeness in different situations at work, occasional help to co-workers without expecting appreciation, working quietly and patiently in carrying out tedious jobs, volunteering to take part in activities within the organization context, and going over and above expectations in executing organizational tasks (Gupta et al., 2022).

The elements of OCB include Altruism, Conscientiousness, Sportsmanship, Civic virtue and courtesy by which it can be measured (Soelton, 2023).

There are two main theories that are well linked with OCB; these are Social Exchange Theory as well as the theory of Fairness and Social Justice.

According to Blau (1964), Social Exchange Theory defined the interaction between individuals and institutions or organizations. This discusses exchange investment that is pay which an employee earns either in form of a salary or other benefits (economic exchange). The Theory of Fairness and Social Justice based on Adams' Equity Theory of work motivation (1965) focuses on an individual's beliefs of justice in workplace affecting his/her willingness to assist others. An individual's justice encompasses higher rates of both perceived and received/higher rates of

compensation, promotion and reward by the providers relative to peers (Karem et al., 2019; Jameel, 2021). In essence, if the firm is perceived as being unfair, person's likelihood of exhibiting OCBs will be discouraged. Hence, OSB actors are fair to other people in the organization in order to practice OCBs in the workplace (Jameel, 2021).

Transformational Leadership

According to Bass (1990), leadership involves the management of the leader's objectives. In the book of "Bass and Stogdill's" Handbook of Leadership, Leadership was defined as an act of person or persons in which contact is made with others to form a working part of a group or association through the direction of activities that help to shape or reconstruct the enterprise and its environment in order to accomplish the shared goal as expected (Hidayat-ur-Rehman & Alsolamy, 2023).

The concepts of transformational leadership have been described by Antonakis et al as proactive behavior that enhances the followers' possibility to recognize the structural self-interests and optimize the highest goals (Muhajiroh & Noermijati, 2024). In line with this, Bass argues that TL consists of four key components: which is charisma or idealized influence, inspirational motivation, intellectual stimulation and individual consideration (Nurjanah et al., 2020).

Psychological Capital

PsyCap is a construct derived from the positive psychology, which entails psychological assets. Optimal mental health is described as a positive core construct that resides within people (Avey et al., 2010; Luthans et al., 2006). PsyCap comprises four dimensions that contribute to its definition, namely: hope, optimism, self-efficacy and resilience and Additionally (Bogler & Somech, 2019; Nguyen et al., 2024). Self-efficacy assumes the ability of a particular person to perform the required activity within the context of the situation; it stems from Bandura's (1982, 1997) social cognitive theory. Efficacy as the confidence in the ability to accomplish the tasks as claimed by the employees (Su & Hahn, 2023). For Snyder et al. (1996), hope pertains to expectations on one's own capacities to start and persist with activities and to build routes to desired objectives.

Harms & Luthans (2012) defined optimism as the tendency, to explain and positive views for the upcoming. The second characteristic of the psychological state to the position is a positive outlook, meaning that employees who expect the best and look forward to good things (Su & Hahn, 2023; Yildiz, 2019). Optimality, resistance, and adaptation can be defined as components of resilience focusing more on the process development from a developmental point of view other than focusing just on the result from the aspect of resilience (Nguyen et al., 2024).

Job Satisfaction

Job satisfaction can be defined as the affects and perceptions that people have about their jobs. This is a positive self-attitude that is congruent with job and personal interests and self-perceived roles (Kartiko et al., 2023). This organizational variable has the potential to influence or shape or reshape the physical, psychological, and/or spiritual health of the people, and in so doing, helps to increase the quality and value of people's lives, and in this same sequence, enhance organizational productivity (Muhajiroh & Noermijati, 2024). In general, the JS empirical literature conclusively shows that high JS has multi-faceted implications for organizations, which are employment dynamics, sustained manpower retention (Jameel, 2021), boosting the organizational effectiveness and performance and efficiency (Muhajiroh & Noermijati, 2024). On the other hand, low JS may lead to low organizational performance, low turnover rate, and several company expenses (Rhodes & Toogood, 2016). One of the well-known classifications of JS was suggested by Smith et al.,1969). The satisfaction with salary and pay, employee promotion, work environment, and supervision (Muhajiroh & Noermijati, 2024).

Muhajiroh and Noermijati (2024) state that the enhancement of positive emotional experience within the workplace is related to behavioral functions carried in the framework of social participation as JS. Employees who are more gratified with their jobs are likely to perform behaviors in support of organizational citizenship due to the positive relationship with the organization's outputs resulting to JS (Asgari et al., 2020). According to Rezaei and Mahmoudi (2017), oppression was consistent with the general notion that when employees had a positive perception of their managers', they will have higher job satisfaction. In return, this minimizes the turnover behaviors while enhancing the OCB (Asgari et al., 2020; Kartiko et al., 2023).

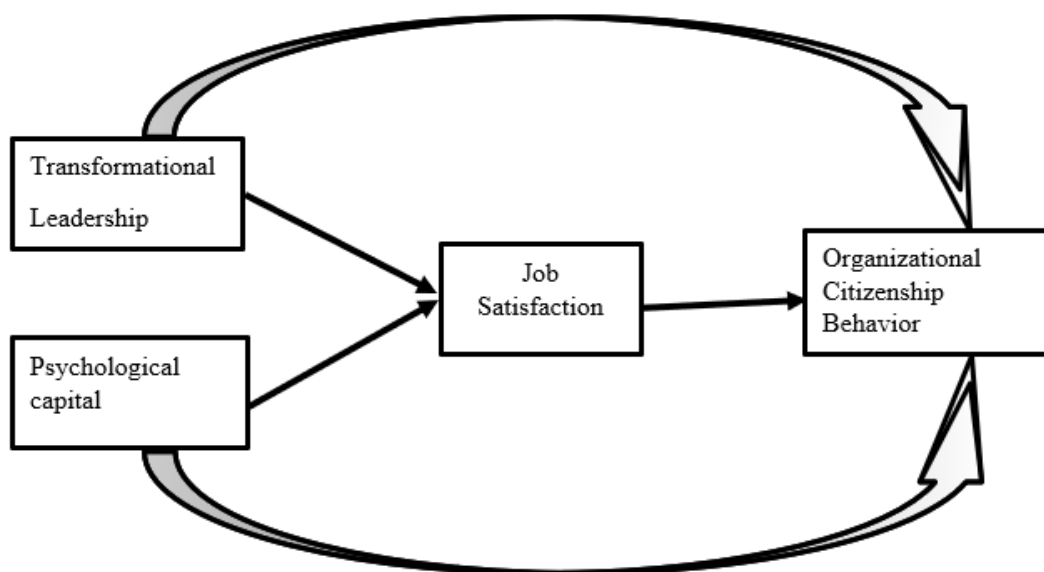


Figure 1: Research Model

Transformational Leadership and Organizational Citizenship Behavior

Based on the above, TL is expected to have a significant impact on OCB since TL influences followers to go an extra mile (Bass, 1985; Nohe & Hertel, 2017). This leadership style makes it easy for there to be a common purpose by encouraging the employees to exhibit behaviors that are not self-serving (Khaola & Coldwell; Teng et al., 2020). As anchored to the social exchange theory, subordinate employees return high-quality leadership through OCB. Previous studies including meta-analyses confirm that TL is positively related to OCB (Wang et al., 2011; Purwanto et al., 2021). Given the theoretical and empirical support, it is feasible to suggest the following:

Hypothesis 1: There is a significant relationship between TL and OCB.

Transformational Leadership and Job Satisfaction

TL is defined by the process of imparting organizational values, creating feelings of identification, and the handling of the development of both the job and the person. Erstad and Skjesæth's (2010) research and Metwally et al. (2014) and Sabri et al. (2013) reveals that there exists a positive relationship between TL and JS of the employees. In particular, one can state that the types of idealized influence and individual consideration are the key determinants of subordinate satisfaction. Thus, as the amount of transformational leadership goes up, one might expect that so does the level of employees' JS (Dappa et al., 2019).

Hypothesis 2: There is a significant relationship between Transformational leadership and job satisfaction.

PsyCapand Organizational Citizenship Behavior

PsyCap, the state of positive psychological functioning in employees was identified as leading to voluntary work actions that benefit the organization; (Norman et al., 2010). Correspondingly, Jung and Yoon (2014), as well as Avey et al. (2008), describe the higher levels of PsyCap as a significant determinant of OCB and readiness to help colleagues. Moreover, the data revealed that employees with higher PsyCap reported greater organizational support and thus acquire positive attitude towards the organization thus improving OCB (Lee et. al., 2024).

Hypothesis 3: There is a significant relationship between PsyCapand Organizational Citizenship Behavior.

PsyCapand Job Satisfaction

While elaborating on the components of PsyCap et al., (2013) study posited that PsyCap enhances work productivity and determines organizational-work related outlook. According to Idris and Manganaro (2017), positive increase in PsyCap opens greater organizational commitment, OCB,

and even JS. Based on the antecedents of the described psychological states it could be noted that employees with the higher levels of PsyCap are optimists, they are satisfied with what they do and are willing to bring about desirable organizational outcome in their respective area of operation. This positivity has the potential of enhancing the performance of organizations in the society. High PsyCap personnel have more positive attitude towards their job and satisfied with their employer (Bergheim et al., 2015; Huynh & Hua, 2020)

Hypothesis 4: There is a significant relationship between PsyCap and JS.

Job Satisfaction and Organizational Citizenship Behavior

JS was described by Ardi (2020) as the amount of difference between the results that are achieved and those that are expected with a view of the fact that, the nearer to zero difference it will be, the higher the level of satisfaction. According to Swaminathan (2013), JS has a direct relation with OCB and helps to attain the organizational objective. Employee JS may be measured in a more qualitative manner as satisfaction is a worker's direct assertion of satisfaction with the organization of which they are a part of and is positively associated with attitude (Purwanto et al., 2021).

Hypothesis 5: There is a significant relationship between Job satisfaction and Organizational Citizenship Behavior.

The Mediating role of Job Satisfaction

It is widely believed that leadership influences OCB either through the effect on JS or directly on OCB. However, there are fewer research studies concentrating on the interaction between TL and OCB (Podsakoff et al., 2000). According to Locke (1976) as cited in Luthans (2006), JS is determined by the favorable leader-subordinate interaction. In the same way, Luthans (2006) asserts that JS plays the role of a variable through which TL influences OCB.

The positive correlation between JS and positive affect results in social and participative behaviors in the organization (Zare-Khafri & Hasani, 2014). Since positive interaction led to job satisfaction, they enhance attentiveness in OCB (Asgari et al., 2020). Reward fairness and Managerial consideration enhance the level of JS (Rezaei & Mahmoudi, 2017).

Hypothesis 6: JS will mediate the relationship between transformational leadership and organizational citizenship behavior (OCB).

Hypothesis 7: JS will mediate the relationship between PsyCap and organizational citizenship behavior (OCB).

RESEARCH METHODOLOGY

Sample

This research aimed at establishing the extent of TL and PsyCap on OCB with the mediator of Job Satisfaction. The questions of this research have been used in collecting and analyzing the data to satisfy the research objective and the aim of this study. The data required for this study is primary in nature and was collected by administering a structured questionnaire to the employees of the selected Banks. Secondary data for this research is gathered from various journals, articles and from books to develop introduction and literature. This research work is, therefore, a quantitative research study carried out through convenient sampling technique.

Descriptive Statistics

A total of 242 participants completed the survey the largest number of respondents belongs to the age group of 20-40 years including 43. 8% of the respondents of 20-30 years and 40. 9% of the respondents of 31-40 years. The percentage decreases with age: Thus, let's list the members interconnected with eleven: 6% are 41 to 50 years old and 3. 3% are aged 51-60. A small percentage of 0. 4% are classified under Other. predominantly male clients are served 66. 1% as opposed to the female clients who are served 33. 9% only. Most participants do not have partner (divorced, separated or widowed: 65. 7%) while 34. 3% being married. Job designation distribution reveals that 40. 9% are assistant managers and 43% are managers while 3% are team leaders. 8% are officers. While senior managers represent 3. 3% of the sample and managers 11. 6%. About 0. 4% come under "Other's" category; educationally the breakup is as follows: Eight percent of the customers have intermediate education level; forty percent have primary education level while eight percent have college education level. 9 are graduates and 14. 9% are postgraduates. A very small quantity (0. 4%) are categorized under Other. Regarding the work experience, the distribution is fair too where 43., 8 percent with 1 to 5 years' experience, 40 percent. This distribution by years of experience is 32% with <3 years, 39% with 3-5 years, 8% having 6-10 years, and 11. 6% having 11-15 years. Only 3., 3% have 16-20 years, and 0. 4% belong to Others. Most of them hold the present position for 1-5 years (43. 8%), 6-10 years (40. 9%), 11-15 years (14. 9%) and others contributed 0. 4%.

Table 1: Demographic characteristics

Characteristics	Frequency	Percentage
Age		
20-30	106	43.8
31-40	99	40.9
41-50	28	11.6
51-60	8	3.3
Other	1	.4
Gender		
Female	82	33.9
Male	160	66.1
Marital status		
Married	83	34.3
Unmarried	159	65.7
Designation		
Senior Manager	8	3.3
Manager	28	11.6
Assistant Manager	99	40.9
Officer	106	43.8
Others	1	.4
Education		
Inter	106	43.8
Postgraduate	36	14.9
Graduate	99	40.9
Other	1	.4
Work experience		
1-5	106	43.8
6-10	99	40.9

11-15	28	11.6
16-20	8	3.3
Others	1	.4
Work experience		
1-5	106	43.8
6-10	99	40.9
11-15	28	11.6
16-20	8	3.3
Others	1	.4

Measures

Primarily, data was collected using structured questionnaires to the selected samples. TL, PsyCap, JS, and OCB were assessed by the questionnaire and all these variables are based on validated scales. Likert scales were used to obtain participants' responses, and the questions used were all closed ended. This is a Likert scale with options of strongly disagree (1), Disagree (2), Neutral (3), Agree (4) and strongly agree (5). In the questionnaire for this study the questions were divided into 5 parts. The first part was the demographic part of the survey. The second part comprises of transformational leadership applied by Carless, Wearing & Mann (2000). The third part comprises of PsyCap which was supported by (Luthans et al., 2007). The fourth part includes self-and-other perceived organizational citizenship behavior based on the source (Spector et al., 2010). Satisfaction with the job characteristics as postulated by Hackman and Oldham (1975) constitutes the fifth part.

Statistical tools

Based on the analysis done previously on the variables and the conceptual model presented, the following hypotheses have been supported using the Partial least square (PLS). Smart PLS version 3(v4) and SPSS version 26 (Statistical Social Science System version 26) were employed for the first analysis.

RESULT AND DISCUSSION

Measurement Model

Thus, reliability analysis was determined using the Composite Reliability (CR) and the Cronbach alpha (α). Cronbach alpha coefficients used in the study are presented in the Table 2 and range from 0.82 to 0.93 indicating the reliability of the study, and CR values ranging from 0.88

to 0.94. These values shifted above the line of 0. The Cronbach's Alpha coefficient was further, confirming the reliability of the constructs, with a calculated average value of 0.7, as Hair et al. (2021) suggested.

Convergent validity proof requires that the average variance extracted average should be greater than 0.5 (Fornell & Larcker, 1981; Hair et al., 2021). For BMI, AVE values varied from 0.58 to 0.88. The analysis of the values obtained revealed that the average SRMR was 0.059 for each latent component, further confirming convergent validity of the model.

Two approaches were used in the discriminant validity testing. Firstly, we have performed Fornell-Larcker Criterion, which states that each construct's AVE should be larger than the greatest value of the correlation of that specific construct in the table below (bolded on the diagonal) to other constructs in the model (Fornell & Larcker, 1981). This condition was met since the correlation values in the upper triangle of the data were lower than the square root of the given AVEs.

Furthermore, conforming to Henseler et al. (2015), we used the Heterotrait-Monotrait Ratio (HTMT). Thus, none of the HTMT values exceeded the conservative cut off 0.90, indicating distinct constructs.

Table 2: Cronbach Alpha Values and Validity Analysis

	A	CR	AVE	1	2	3
1 JS	0.82	0.88	0.59	0.604		
2 OCB	0.91	0.92	0.55	0.567	0.804	
3 PSYCAP	0.93	0.94	0.57	0.533	0.816	0.787
4 TL	0.88	0.91	0.58	0.604		

Structural Model

We went on checking for collinearity between the latent variables. None of the variables in the structural model had multicollinearity issues as the VIF values bore out being lower than 3. Also, the results of the collinearity test confirmed that the data was not affected and was free from the common method variance (Kock, 2015). Regarding bootstrapping results (5000 samples) the correlations among the latent variables were found to be significantly high.

Table 3: Structure Model

	VIF
JS -> OCB	1.356
PSYCAP -> JS	2.031
PSYCAP -> OCB	2.208
TL -> JS	2.031
TL -> OCB	2.080

Path Coefficients

Table 4: Path Coefficient

Paths	B	P-values	T-statistic
JS -> OCB	-0.155	0.005	2.840
PSYCAP -> JS	0.344	0.000	4.968
PSYCAP -> OCB	0.361	0.000	5.364
TL -> JS	-0.189	0.033	2.128
TL -> OCB	0.404	0.000	6.290
PSYCAP -> JS -> OCB	0.053	0.024	2.264
TL -> JS -> OCB	0.029	0.116	1.573

It is concluded from the path coefficients, p-values, and t-statistics of the analyses structural model that there are several important interactions between the pairs of latent variables. Based on the estimate of the regression equation, JS has significant negative impact on OCB as suggested by the estimated beta coefficient (β) of -0.155. Further, the obtained results are statistically significant; hence, we have a p-value of 0.005. Meaning a 't' value of 2.840 and a t-statistic of 2.840; this value is greater than the critical value of 1. These estimates represent the 95 percent confident interval about the true proportions.

Analysis shows PsyCap has a highly significant relation to JS with beta of 0.344, a p – value of 0.000. If so, we can confirm that there are differences in clients' satisfaction levels depending on the type of their accounts.000, the degree of freedom of 225 and a t-statistic of 4.968. The results of Levene's test were 968 proving that the variability between the means is significantly different than zero and there for the mud and clay has a strong and highly significant relationship. Likewise, PsyCap boosts the Organizational Citizenship Behavior since the beta estimate is 0.361, p = 0., and a t-statistic of 5.364 a clear testimony of consistency in results showing statistical significance.

TL decreases Job Satisfaction, and the effect size measure is expressed by the beta coefficient of (-)0.00 and f-value of 3.033, and a t-statistic of 2.128 that support this fact affirm the relationship at the 95% confidence level. However, TL has a positive correlation with OCB as revealed by the beta coefficient of 0.404, $p = 0.000$ and a t-statistic of 6.290, while confirming a highly significant and practically important level of the relationship.

Moreover, the mediated effect of PsyCap on OCB by JS is also significant, ($p = 0.024$ and the t-statistic being equal to 2.328, this supports the mediation at the 95 percent confidence level. However, it was mediation analysis of Transformational Leadership on Organizational Citizenship Behavior through JS that did not come out significantly, as its calculated p-value was 0. level of 0.116 and a t-statistic of 1.573 which is below the critical value of 1.96.

As a result, this study has supported one study proposed by Hudoyo et al. (2018), Majeed et al. (2017), Syamsudin (2017) and Nurjanah et al. (2020) addressing that TL has a positive relationship on OCB. In the banking sector, the use of transformational leadership approach that entails challenging the subordinate, inspiring him or her, stimulating their curiosities and providing them with a common purpose all improve the OCB of the employees. People oriented leadership is where the leaders set an example and encourage workers to go the extra mile in organizational tasks There is a significant relationship between TL and OCB(**H1**).

Transformational leadership generally enhances motivation, engagement, and organizational commitment, but can sometimes negatively affect job satisfaction. Studies by Judge and Piccolo (2004) and Wang et al. (2011) indicate that individual differences, organizational culture, and specific contexts play crucial roles. High expectations or perceived lack of support and recognition from transformational leaders can overwhelm employees, leading to decreased job satisfaction. Thus, while TL often yields positive outcomes, it can also result in lower JS under certain conditions. So, **H2** is rejected.

PsyCap positively affects OCB supporting the assertion of Luthans et al. (2010), Peterson et al. (2011) and Youssef & Luthans (2007). Instructions High PsyCap which comprises of optimism, self-efficacy, hope, and resilience influences the employees to participate in OCB. This is because, organizational support for fairness and support increases the employees' PsyCap in the organization, hence increasing OCB. There is a significant relationship between PsyCap and OCB (**H3**).

PsyCap is also positively links with JS, which was established by NGO (2021), Nolzen (2018), and Aminikhah et al. (2016). In light of this, PsyCap enhances self-efficacy, hope and optimism through which employees displaying high PsyCap enjoy elevated level of JS since the approach them with a lot of energy endowing them with the ability to tackle tasks with resisting giving up more so in the face of challenges. High positive attitude reinforces the employees' emotional bond with the organization resulting to JS. There is a significant relationship between PsyCap and JS (**H4**).

The analyses revealed that JS did not have a significant relationship with OCB. Such the outcomes imply that no matter the degree of JS is high or low, OCB behavior of employees will be unaffected by it. Evidently, the findings in this study corroborate with the research conducted by Mehboob and Niaz (2012), in that JS is not a determinant for OCB. However, the results of this study are quite dissimilar with Rahmi (2014); Saepung & Siengthai (2011) that satisfaction has positive impact towards OCB (Arifiani et al., 2020). In this null hypothesis is accepted that there is not a significant relationship between JS and OCB **(H5)**.

TL is not significant for JS also JS does not have a significant effect on OCB; thus one can conclude that JS is not a mediator in the effect of TL on OCB. This supports the earlier work by Mehboob & Niaz (2012) in which he established that JS did not affect OCB and was not a primary predictor of OCB (Arifiani et al., 2020). So, **(H6)** is rejected.

The current research is the first to investigate JS as a mediator for the relationship between PsyCap and OCB, which has a significant indirect effect. Based on the results, it was found that the relationship is moderated by JS; thus, it was established that PsyCap affects OCB positively through a boost in job satisfaction. In this regard, the findings of this study will be beneficial for the organizations that seek to enhance OCBs and increase employees' level of satisfaction, stressing that developing PsyCap and transformational leadership could be pivotal in the process. JS will mediate the relationship between PsyCap and OCB **(H7)**.

CONCLUSION AND POLICY IMPLICATION

The study aimed at examining the significant interaction between TL, PsyCap, JS and OCB in the banking sector. The results showed that TL affects OCB, and concurrently, PsyCap enhances OCB and JS. Furthermore, it was established that JS played a moderating role between PsyCap and OCB to show how satisfaction at workplace could foster more discretionary procedural appearances. Therefore, the moderating effect of JS on the TL to OCB linkage was not supported by the findings of the study.

The results of the study imply that if employees tend to view their leaders as transformational then they will undertake behaviors that are supportive of the organizational goals and objectives even if it means going beyond their legal obligations at work. Likewise, 'meta-competency' PsyCap proved to be significantly associated with enhanced JS among the employees as well as their more preparedness to engage in OCBs. These findings support the results of earlier studies that emphasize the importance of TL and PsyCap for boosting the work productivity and workers' engagement. The implications of this study are multifaceted, providing valuable insights for both theory and practice in organizational behavior and human resource management: The implications of this study are multifaceted, providing valuable insights for both theory and practice in organizational behavior and human resource management:

It is suggested that the organizations should engage their managers in efforts aimed at enhancing transformational leadership features. Leadership development training programs can result to an inspired workforce which becomes active and translates to organizational performance improvement. Managers should design interventions to increase employees' levels of psychological capital. This could be resilience program, promoting organizational culture and climate, and emancipatory tools that can help build up self-efficacy, optimism, and hope. Thus, getting this aspect right can help organizations to enhance levels of JS and promote more suitable behaviors among their employees. Improving the level of JS is relevant for increasing OCB. Employers should pay attention to the kind of culture they foster, employee performance evaluation and remuneration, and equality as well as opportunity to grow in the organization. These measures can enhance the level of JS and, in turn, increase the level of OCB among the employees.

These findings can be useful to implement the organizational policies on enhancing employees' morale and their decisions to stay. Bolstering of policies that foster transformational leadership, PsyCap enhances performance and dedication within the employees and organization, consequently lowering the level of staff turnover and bolstering organizational stability. Therefore, there is a need to carry out other research to establish more facts on the relationship between leadership styles and PsyCap, JS and OCB, as well as the moderating effect of the leadership styles. Subsequent research could investigate such associations across various industries and cultures to give greater insight into how the factors contributes to organizational performance.

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