

## THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND INTELLECTUAL INTELLIGENCE ON OCB WITH EMPLOYEE ENGAGEMENT AS AN INTERVENING VARIABLE

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### ABSTRACT

This study examines the influence of transformational leadership and intellectual intelligence on Organizational Citizenship Behavior (OCB), with employee engagement functioning as an intervening variable among employees of the Kediri Regency Manpower Office. A quantitative explanatory design was employed, using a census sampling technique involving all employees as respondents. Data were collected through structured questionnaires and analyzed using path analysis to determine both direct and indirect effects. The findings reveal that transformational leadership has a positive but insignificant effect on employee engagement, whereas intellectual intelligence demonstrates a strong and significant influence. Moreover, transformational leadership negatively affects OCB, while intellectual intelligence and employee engagement both exert positive and significant impacts. Employee engagement partially mediates the relationship between transformational leadership and OCB. These results highlight the importance of strengthening employee engagement and intellectual capacity to enhance voluntary work behaviors within public institutions.

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### INTRODUCATIONS

In the context of contemporary organizational development, particularly within government agencies, the quality of human resources is no longer measured solely by their ability to perform core tasks but also by their voluntary contributions to organizational improvement. These voluntary contributions are known as Organizational Citizenship Behavior (OCB), referring to behaviors that are not formally stated in job descriptions yet positively affect organizational effectiveness, productivity, and interpersonal relationships (Wicaksono & Kurniawan, 2020). OCB plays an essential role in enhancing public service quality, strengthening collaboration, and maintaining organizational stability amid increasing societal demands. However, in practice, OCB within government institutions remains relatively low. Phenomena such as employees working strictly according to job descriptions without additional initiative, low collective responsibility, and high dependence on direct supervision indicate that OCB has not

developed optimally (Putra & Pratiwi, 2021). This situation suggests the need for research on factors contributing to the low implementation of OCB, particularly at the regional government level.

The literature highlights transformational leadership as one factor that potentially shapes OCB. Transformational leaders provide inspiration, intellectual stimulation, individualized consideration, and exemplary behavior, which collectively encourage employees to display extra-role behaviors beyond their formal duties (Ayu & Riyanto, 2021). Additionally, intellectual intelligence contributes to the development of OCB because it reflects employees' ability to understand situations, make rational decisions, and complete tasks effectively (Yuliana & Suryani, 2022). Nonetheless, previous studies have produced inconsistent findings. Some studies indicate that transformational leadership significantly influences OCB, while others-especially in government contexts-report insignificant effects (Syahputra & Saputra, 2020). Similar inconsistencies appear in research on intellectual intelligence, where some studies find a direct effect on OCB, whereas others show that its influence emerges only when mediated by variables such as motivation or employee engagement (Anggraini & Supriyadi, 2023).

Based on these findings, a clear research gap exists: (1) inconsistencies regarding the influence of transformational leadership on OCB in regional government agencies, (2) variability in research results on the effect of intellectual intelligence on OCB that has not led to a definitive conclusion, and (3) a limited number of empirical studies conducted at the regional government level, particularly within the Kediri Regency Manpower Office. Therefore, more comprehensive research is needed to examine the relationships between transformational leadership, intellectual intelligence, and OCB, including the role of psychological variables such as employee engagement.

Employee engagement is one psychological variable believed to play a significant mediating role. Employees with a high level of engagement tend to work enthusiastically, with dedication and focus, and demonstrate positive behaviors such as loyalty and concern for colleagues-behaviors that reflect OCB (Wulandari & Handayani, 2022). Prior research by Ramadhani & Hartati (2021) shows that transformational leadership and intellectual intelligence can enhance employee engagement, which in turn increases OCB. This situation is relevant to government institutions, including the Kediri Regency Manpower Office, where leadership training and competency development programs have already been implemented, yet improvements in employees' extra-role behaviors remain limited. This indicates a gap between human resource development initiatives and the actual behavioral outcomes demonstrated by employees.

Based on the explanation above, this study aims to analyze the influence of transformational leadership and intellectual intelligence on OCB, both directly and indirectly through employee engagement. The research questions underlying this study include how transformational leadership influences OCB, how intellectual intelligence influences OCB, how these two variables affect employee engagement, whether employee engagement influences OCB, and whether employee engagement mediates the relationship between transformational leadership and intellectual intelligence with OCB. Thus, the objectives of this study are to examine the direct effects of transformational leadership and intellectual intelligence on OCB, analyze their effects on employee engagement, examine the influence of employee engagement on OCB, and evaluate the mediating role of employee engagement in the relationship between the independent variables and OCB.

## RESEARCH METHOD

This study employs a quantitative approach using explanatory research, which aims to explain the causal relationships between transformational leadership and intellectual intelligence on Organizational Citizenship Behavior (OCB), with employee engagement as the intervening variable. The research was conducted at the Manpower Office of Kediri Regency, East Java, involving all employees of the institution as research subjects. Since the population consists of fewer than 100 individuals, the sampling technique used was saturated sampling, in which the entire population was included as the sample. Data were collected through a closed-ended questionnaire using a four-point Likert scale, complemented by non-participatory observation, structured interviews, documentation, and literature review to strengthen the theoretical foundation of the study.

Data analysis was carried out using path analysis to assess both the direct and indirect effects between variables. Prior to the main analysis, several prerequisite tests were conducted, including validity testing, reliability

testing, and classical assumption tests, which consisted of normality, multicollinearity, heteroscedasticity, and linearity, to ensure that the statistical model met the required criteria. Hypothesis testing was performed using the t-test to measure partial effects, the F-test to examine simultaneous effects, and the coefficient of determination ( $R^2$ ) to determine the extent to which the independent variables contribute to the dependent variable. The results of the path analysis were then used to explain the degree to which transformational leadership and intellectual intelligence influence OCB, both directly and through employee engagement as the mediating variable.

## RESULTAS AND DISCUSSION

This research investigates the impact of Transformational Leadership and Intellectual Intelligence on Organizational Citizenship Behavior (OCB), with employee engagement positioned as an intervening variable among staff at the Kediri Regency Manpower Office. The goal is to ascertain the extent of the impact that the independent variables exert upon the dependent variable.

### Classical Assumptions

To verify whether the data met the normality criteria, a normality test was conducted. The dataset was regarded as possessing a normal distribution contingent upon the Asymp. Sig. (2-tailed) value was  $\geq 0,05$ . In this study, the test utilized the residuals-defined as the differences between actual and predicted values-which function as confounding variables. The Kolmogorov-Smirnov test was applied using SPSS version 25. The processed results of the normality test through SPSS 25 are shown as follows.

**Table 1. Results of the First Regression Normality Test**

<i>Asymp. Sig. (-tailed)</i>	<b>Standard of Normality</b>	<b>Information</b>
0,076	0,05	Normal

Source: Primary Data Processing Results

Based on Table 1, the Asymp. Sig. (2-tailed) value obtained is 0,076, which exceeds the 0,05 threshold. Therefore, the data distribution can be considered normal.

The findings derived from the heteroscedasticity assessment of the dataset in this inquiry are presented as follows:

**Table 2. Results of the Second Regression Heteroscedasticity Test**  
*Coefficients a*

<b>Model</b>	<b><u>Unstandardized Coefficients</u></b>		<b><u>Standardized Coefficients</u></b>		<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Betta</b>			
(Constant)	3,973	1,671			2,378	,025
Transformational Leadership ( $X_1$ )	,019	,080	,077		,237	,815
Intellectual Intelligence ( $X_2$ )	-,043	,201	-,078		-,214	,832
Employee Engagement ( $Z$ )	-,116	,151	-,272		-,767	,450

a. Dependent Variable: Abs\_Res2

Source: data processed by Researchers 2025

Table 2 presents the results of the heteroscedasticity test, showing significance values above 0,05. This signifies that the observations are devoid of heteroscedasticity manifestations and therefore meet the assumption of homoscedasticity.

**Table 3. Results of the First Regression Multicollinearity Test**

Model	Coefficients a						Collinearity Statistics Tolerance VIF
	Unstandardized Coefficients		Standardized Coefficients				
	B	Std.Error	Betta	t	Sig.		
(Constant)	4,315	1,925		2,241	0,033		
Transformational Leadership (X <sub>1</sub> )	,187	,093	,325	2,007	,054	,370	2,701
Intellectual Intelligence (X <sub>2</sub> )	,737	,209	,575	3,529	,001	,370	2,701

a. Dependent Variable: Employee Engagement (Z)

Source: Primary Data Processing Results

**Table 4. Results of the Second Regression Multicollinearity Test**

		<i>Coefficients <sup>a</sup></i>					
Model	<u>Unstandardized Coefficients</u>		Standardized Coefficients			Collinearity Statistics	
	B	Std.Error	Betta	t	Sig.	Tolerance	VIF
(Constant)	-,111	2,566		-,043	,966		
Transformational Leadership (X <sub>1</sub> )	-,267	-,123	-,246	-2,183	,038	,324	3,090
Intellectual Intelligence (X <sub>2</sub> )	1,074	,308	,442	3,488	,002	,256	3,902
Employee Engagement (Z)	1,394	,232	,739	6,011	,000	,272	3,675

a. Dependent Variable: OCB (Y)

Source: Primary Data Processing Results

Tables 3 and 4 present the results of the multicollinearity test, showing that tolerance values greater than 0,10 and VIF values below 10 confirm the absence of strong correlations among the independent variables. Thus, both the first and second regression models are free from multicollinearity issues.

Multiple linear regression analysis was utilized to ascertain the magnitude of the impact exerted by the independent variables upon the dependent variable, as well as to obtain the R value that reflects the contribution of each variable.

Based on the SPSS 25 processing results for each variable, the following findings were obtained:

**Table 5. Results of the First Stage Multiple Linear Regression Test**

Model	<i>Coefficients<sup>a</sup></i>					
	<u>Unstandardized Coefficients</u>		<u>Standardized Coefficients</u>			
	B	Std.Error	Betta	t	Sig.	
(Constant)	4,315	1,925		2,241	,033	
Transformational Leadership (X <sub>1</sub> )	,187	,093	,0325	2,007	,054	
Intellectual Intelligence (X <sub>2</sub> )	,737	,209	,572	3,529	,001	

a. Dependent Variable: Employee Engagement (Z)

Source: Primary Data Processing Results

**Table 6. Results of the Second Stage Multiple Linear Regression Test**

Model	<i>Coefficients<sup>a</sup></i>					
	<u>Unstandardized Coefficients</u>		<u>Standardized Coefficients</u>			
	B	Std.Error	Betta	t	Sig.	



	<b>B</b>	<b>Std.Error</b>	<b>Betta</b>	<b>t</b>	<b>Sig.</b>
(Constant)	-111	2,566		-,043	,966
<b>Transformational Leadership (X<sub>1</sub>)</b>	-.267	,123	-,246	-2,183	,038
<b>Intellectual Intelligence (X<sub>2</sub>)</b>	1,074	,308	,442	3,488	,002
<b>Employee Engagement (Z)</b>	1,394	,232	,739	6,011	,000

a. Dependent Variable: OCB (Y)

Source: Primary Data Processing Results

Based on the multiple linear regression results, Transformational Leadership (X<sub>1</sub>) positively affects Employee Engagement (Z) with a coefficient of 0,187, while Intellectual Intelligence (X<sub>2</sub>) shows a stronger positive effect at 0,737. This means that improved leadership and intellectual capabilities lead to higher employee engagement. Nonetheless, the direct effect of Transformational Leadership on OCB (Y) is negative (-0,267), indicating that its influence on OCB occurs indirectly through employee engagement. Meanwhile, Intellectual Intelligence has a significant positive effect on OCB (1,074), and Employee Engagement yields the strongest effect (1,394). These findings confirm that employee engagement acts as an essential mediator enhancing the relationship between transformational leadership, intellectual intelligence, and OCB.

### Hypothesis Testing

The t-test was executed to scrutinize whether each independent variable individually (partially) impacts the dependent variable. In this inquiry, the t-table value established was 2,042 (df = n-k) at a significance level of 0,050. Referring to the SPSS 25 output, the following findings were yielded:

**Table 7. Results of the First Stage Hypothesis Test**

<b>Model</b>	<b>Coefficients <sup>a</sup></b>				
	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std.Error</b>	<b>Betta</b>		
(Constant)	4,315	1,925		2,241	,033
Transformational Leadership (X <sub>1</sub> )	,187	,093	,0325	2,007	,054
Intellectual Intelligence (X <sub>2</sub> )	,737	,209	,572	3,529	,001

a. Dependent Variable: Employee Engagement (Z)

Source: Primary Data Processing Results

**Table 8. Results of the Second Stage Hypothesis Test**

<b>Model</b>	<b>Coefficients <sup>a</sup></b>				
	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std.Error</b>	<b>Betta</b>		
(Constant)	-111	2,566		-,043	,966
Transformational Leadership (X <sub>1</sub> )	-,267	,123	-,246	-2,183	,038
Intellectual Intelligence (X <sub>2</sub> )	1,074	,308	,442	3,488	,002
Employee Engagement (Z)	1,394	,232	,739	6,011	,000

a. Dependent Variable: OCB (Y)

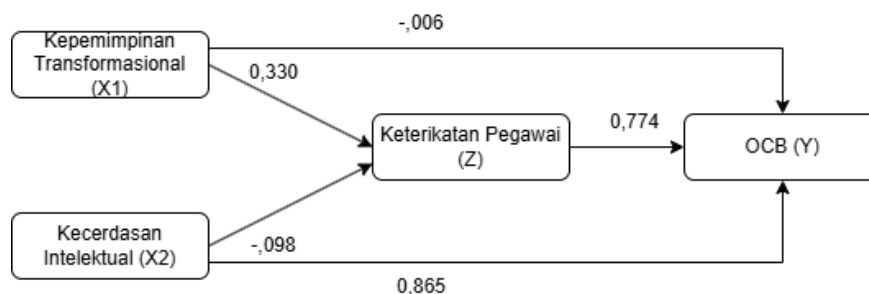
Score Primary Data Processing Results

The analysis indicates that Transformational Leadership ( $X_1$ ) has a positive yet insignificant impact on Employee Engagement ( $Z$ ), as reflected by its  $t$ -value of  $2.007 < 2,042$  and a significance level of  $0,054 > 0,05$ . This suggests that transformational leadership is not a major factor in enhancing employee engagement. In contrast, Intellectual Intelligence ( $X_2$ ) has a significant positive effect on Employee Engagement ( $Z$ ), with a  $t$ -value of 3,529 and a significance of 0,001, showing that intellectually capable employees tend to be more engaged. The findings also show that Transformational Leadership ( $X_1$ ) significantly and negatively influences OCB ( $Y$ ), while Intellectual Intelligence ( $X_2$ ) has a positive and significant impact. Additionally, Employee Engagement ( $Z$ ) significantly increases OCB, indicating that higher levels of engagement lead to more positive behaviors within the organization.

### Path Analysis Test

As stated by Ghazali (2013), path analysis extends the principles of multiple regression by using regression techniques to estimate theoretically determined causal relationships among variables. It involves two types of evaluations-direct and indirect effects. To begin the analysis, the research hypotheses should first be illustrated in the form of a diagram. The diagram is provided below:

**Figure 1. Path Analysis**



Source: Primary Data Processing Results

The analysis of direct and indirect effects shows that Transformational Leadership ( $X_1$ ) positively influences Employee Engagement ( $Z$ ) with a coefficient of 0,330, indicating that stronger transformational leadership corresponds to higher levels of engagement. In contrast, Intellectual Intelligence ( $X_2$ ) exerts a negative influence on Employee Engagement ( $Z$ ) with a coefficient of -0,098, suggesting that an increase in intellectual ability does not necessarily result in higher engagement. In the next pathway, Transformational Leadership ( $X_1$ ) has a direct negative effect on Organizational Citizenship Behavior (OCB) ( $Y$ ) with a coefficient of -0,006, whereas Intellectual Intelligence ( $X_2$ ) demonstrates a significant positive effect on OCB with a coefficient of 0.865. Employee Engagement ( $Z$ ) also shows a substantial positive impact on OCB, reflected in a coefficient of 0,774, meaning that higher engagement leads employees to exhibit more OCB.

Regarding indirect effects, Transformational Leadership influences OCB through Employee Engagement by 0,255, illustrating its mediating role in strengthening this relationship. Meanwhile, Intellectual Intelligence has a negative indirect effect of -0,075 through Employee Engagement, indicating that engagement does not reinforce the relationship between intellectual intelligence and OCB. Therefore, employee engagement functions effectively as a mediator only between transformational leadership and organizational citizenship behavior.

## DISCUSSION

### The Influence of Employee Engagement ( $Z$ ) on OCB ( $Y$ ) of Employees at the Kediri Regency Manpower Office

The study results show that Employee Engagement significantly and positively influences Organizational Citizenship Behavior (OCB). This is supported by a significance score of  $0,000 < 0,05$  and a  $t$ -statistic of 6,011, surpassing the critical value of 2,042. These findings suggest that increased employee engagement leads to a stronger tendency among employees to demonstrate OCB, including helping peers, contributing ideas, upholding organizational orderliness, and engaging in voluntary positive actions without anticipating immediate rewards.

Employees who feel engaged in their work and organization exhibit a strong sense of pride and commitment. They work not only out of formal obligation, but also because they feel like an important part of the organization. In the context of the Kediri Regency Manpower Office, employees with a high level of engagement demonstrate proactive behavior in providing public services, supporting coworkers, and maintaining a harmonious work environment.

Theoretically, this aligns with the concept of Employee Engagement proposed by Kahn (1990), who explains that employee engagement is a positive psychological state characterized by enthusiasm, dedication, and absorption in work. Engaged employees have a high emotional and cognitive involvement in their work, so they are more motivated to contribute beyond formal responsibilities. Schaufeli and Bakker (2004) added that employee engagement is a major factor driving the emergence of positive behaviors such as OCB because engaged employees feel their work has significance and is in line with their personal values.

The results of this study are supported by the findings of Tuah Tuha et al. (2023), in their research which states that employee engagement significantly influences volunteer behavior because employees who have an emotional bond with the organization are more likely to actively participate in supporting collective performance. Harjanti and Nurlaila (2022) also found that employee engagement fosters a high level of cooperation and social responsibility among public sector employees. Meanwhile, Andini and Sitorus (2024) explain that employees with high levels of engagement are more enthusiastic about helping coworkers and maintaining organizational integrity.

Thus, at the Kediri Regency Manpower Office, employee engagement is a crucial factor in shaping OCB behavior. Employees who feel emotionally connected to the organization are more enthusiastic, demonstrate loyalty, and are willing to contribute more to achieving organizational goals.

### **The Influence of Transformational Leadership ( $X_1$ ) and Intellectual Intelligence ( $X_2$ ) on Employee Engagement ( $Z$ ) of Employees at the Kediri Regency Manpower Office**

Referring to the simultaneous test (F test) found in Table 4.25, the calculated F value of 71.970 is substantially higher than the F table value of 3.34, with a significance level of  $0,000 < 0,05$ . This confirms that Transformational Leadership and Intellectual Intelligence simultaneously exert a significant influence on Employee Engagement within the Kediri Regency Manpower Office.

This outcome suggests that when inspirational leadership behavior is combined with high levels of intellectual ability among employees, their engagement with organizational activities increases. Leaders who demonstrate motivating behavior, provide individual support, and inspire their teams are likely to create a work environment where intellectually capable employees feel driven to engage and develop a sense of emotional responsibility toward their roles.

According to Bass and Riggio (2006), transformational leadership contributes to employee engagement by instilling meaning and value in daily tasks. Goleman (2000) further explains that intellectual intelligence assists employees in comprehending organizational goals, thereby strengthening their commitment and emotional bond with their work. Within the bureaucratic framework of the Kediri Regency Manpower Office, the interplay between leadership that inspires and employees with strong intellectual abilities can facilitate a harmonious execution of formal responsibilities that remain accountable to the public.

These findings support previous studies by Widiastuti and Nugraha (2022), which concluded that transformational leadership combined with intellectual intelligence significantly enhances employee engagement by creating a supportive work climate. Likewise, Puspitasari and Rahadian (2023) demonstrated that leadership providing motivation, alongside employees' intellectual comprehension, increases emotional commitment to the organization. Simanjuntak and Dewi (2024) also stressed that the integration of inspirational leadership and critical thinking skills is vital for strengthening employee engagement in the public sector.

Therefore, it is evident that in the Kediri Regency Manpower Office, employee engagement is shaped through the synergistic relationship between transformational leadership and intellectual intelligence, both of which facilitate a better understanding of the organization's vision.

**The Influence of Transformational Leadership ( $X_1$ ), Intellectual Intelligence ( $X_2$ ), and Employee Engagement ( $Z$ ) on Organizational Citizenship Behavior (OCB) ( $Y$ ) of Employees at the Kediri Regency Manpower Office**

Referring to the findings of the concurrent evaluation (F test) detailed in Table 4,27, the computed F value of 71.970 surpasses the F table benchmark of 3,34 with a significance value of 0,000 being inferior to 0,05, alongside a coefficient of determination ( $R^2$ ) figure of 0,964. These outcomes suggest that Transformational Leadership, Intellectual Intelligence, and Employee Engagement concurrently exert a substantial impact upon Organizational Citizenship Behavior (OCB) regarding the workforce at the Kediri Regency Manpower Office. The  $R^2$  metric of 0,964 signifies that 96,4% of the fluctuation in OCB conduct is elucidatable by this trio of variables, whereas the residual 3,6% is governed by external determinants beyond this study such as organizational culture, job satisfaction, intrinsic motivation, and work environment.

These results indicate that the combination of an inspirational leadership style, high employee intellectual intelligence, and strong work engagement are important factors shaping volunteer work behavior in government bureaucratic environments. In the context of the Kediri Regency Manpower Office, these three factors work synergistically: leaders who provide examples and clear direction foster a sense of responsibility in employees; intellectually intelligent employees understand the organization's goals well; and strong work engagement makes them willing to contribute more than expected.

Theoretically, these results align with the concept proposed by Organ (1988) who stated that OCB is a voluntary behavior that emerges when employees have an emotional attachment and satisfaction with their work. Transformational Leadership plays a role in fostering work meaning and inspiration, Intellectual Intelligence strengthens rational and analytical thinking skills, while Employee Engagement is an emotional factor that channels motivation into concrete actions. In public organizations such as the Department of Manpower, the combination of these three factors is key to the formation of positive behaviors, such as working together, helping coworkers, maintaining discipline, and contributing to organizational goals without coercion.

This research is supported by the findings of Handayani and Rachman (2022), who stated that transformational leadership, intellectual intelligence, and employee engagement simultaneously have a significant influence on OCB because all three play a role in forming a balance between cognitive, emotional, and social factors within employees. Utami and Hidayat (2023) also found that work engagement strengthened by an inspirational leadership style and high intellectual ability can increase employees' tendency to exhibit voluntary behavior outside of formal duties. Furthermore, Mulyani and Kartika (2024), in their research, stated that the combination of transformational leadership and intellectual intelligence can strengthen a collaborative work culture and increase employee loyalty in the public sector.

These results conclude that at the Kediri Regency Manpower Office, employee OCB behavior is formed through a synergy between inspiring leadership skills, highly intelligent employees, and emotional engagement with their work. These three factors create a work environment that supports positive, collaborative, and socially responsible behavior.

**The Influence of Transformational Leadership ( $X_1$ ) on OCB ( $Y$ ) through Employee Engagement ( $Z$ ) of Employees at the Kediri Regency Manpower Office**

Based on the path analysis presented in Table 4,28, the direct effect of Transformational Leadership on OCB is  $-0.006$ , while its indirect effect through Employee Engagement is  $0.255$ . These findings demonstrate that Employee Engagement functions as a partial mediating variable in the relationship between Transformational Leadership and OCB. In other words, transformational leadership does not directly influence employees' organizational citizenship behavior; instead, its effect operates through the increased engagement of employees in their work and organization.

This suggests that the transformational leadership style practiced within the Kediri Regency Manpower Office has not been strong enough to directly encourage employees to display OCB. However, when such leadership successfully enhances employee engagement, individuals become more driven to demonstrate voluntary behaviors such as assisting colleagues, supporting organizational objectives, and maintaining strong work ethics. Thus, employee engagement serves as a psychological pathway that links leadership style to employees' positive discretionary behaviors.



Theoretically, this conclusion aligns with Bass and Avolio (2003), who argue that transformational leadership affects employees' work behaviors by shaping value internalization and fostering emotional commitment. Leaders who inspire, motivate, and demonstrate individualized concern are able to strengthen employees' attachment to the organization, which subsequently encourages extra-role behavior (OCB). Kahn (1990) further explains that employee engagement represents a psychological condition in which individuals invest their physical, emotional, and cognitive resources into their work. When leaders are capable of nurturing this state, employees become more inclined to contribute beyond their formal duties.

Mulyawan and Hartati (2022) also found that work engagement significantly mediates the relationship between transformational leadership and OCB, as engagement transforms external motivation into internalized commitment. Similarly, Rahayu and Sukmawati (2023) reported that the impact of transformational leadership on OCB becomes substantial when employee engagement is high. Meanwhile, Sitorus and Wulandari (2024) emphasized that in structured public-sector organizations, work engagement plays a crucial role as the connector between leadership and extra-role behavior.

Overall, the findings of this study highlight that employee engagement significantly strengthens the influence of transformational leadership on OCB among employees at the Kediri Regency Manpower Office. Leaders who are able to build emotional bonds, offer moral support, and cultivate a sense of belonging within their workforce will be more successful in encouraging employees to exhibit positive behaviors that extend beyond their formal job responsibilities.

#### **The Influence of Intellectual Intelligence ( $X_2$ ) on OCB ( $Y$ ) through Employee Engagement ( $Z$ )**

The results of the path analysis show that the direct effect of Intellectual Intelligence on OCB is 0,865, while the indirect effect through Employee Engagement is -0,075. These results indicate that the direct effect of Intellectual Intelligence on OCB is more dominant than the indirect effect through Employee Engagement. Thus, it can be concluded that employees with high intellectual intelligence tend to display OCB behavior directly, without the need for mediation by work engagement.

This means that intellectually intelligent employees possess sufficient awareness and thinking skills to demonstrate positive work behaviors such as helping coworkers, maintaining discipline, and actively participating in organizational activities. They are able to rationally understand the meaning of their work and responsibilities, thus being motivated to act voluntarily without having to develop a strong emotional attachment to the organization.

Theoretically, this aligns with Goleman's (2000) concept, which explains that intellectual intelligence is a cognitive aspect that helps individuals understand social values, ethics, and professional responsibilities in their work. Individuals with high intellectual intelligence are not only skilled at solving problems but also possess cognitive empathy that drives them to behave positively in the workplace. In the context of government bureaucracy, such as the Kediri Regency Manpower Office, intelligent employees are able to navigate the formal work system effectively while still demonstrating a proactive and caring attitude towards their colleagues.

This research is supported by Agustine et al. (2023), who found that intellectual intelligence directly influences OCB because high cognitive abilities enable employees to understand the relationship between personal performance and organizational goals. Rahma and Syahrul (2022) also stated that individuals with high intellectual intelligence are more likely to develop altruistic behavior and help others because they have a good understanding of the social context in the workplace. Furthermore, Wibisono and Kurniawan (2024) emphasized that in the government sector, intellectual intelligence plays a direct role in shaping OCB behavior because it helps employees manage work complexity effectively.

Thus, the results of this study indicate that intellectual intelligence is a dominant factor in shaping OCB behavior among employees of the Kediri Regency Manpower Office. Employees who possess analytical and rational thinking skills are able to independently demonstrate positive behavior without relying on emotional attachment to the organization.

## CONCLUSION

Based on the research analysis conducted on employees of the Kediri Regency Manpower Office, it can be concluded that transformational leadership has a positive but insignificant effect on employee engagement, while intellectual intelligence shows a positive and significant effect, indicating that employees' logical and analytical thinking abilities contribute more to building emotional involvement in their work than leadership style. In addition, transformational leadership has a negative effect on Organizational Citizenship Behavior (OCB), whereas intellectual intelligence and employee engagement have positive and significant effects on OCB, suggesting that employees with higher intellectual abilities and stronger engagement are more likely to exhibit positive behaviors such as helping colleagues, exceeding work expectations, and taking initiative to support organizational effectiveness. Overall, the three variables significantly influence OCB, with employee engagement playing an important mediating role that strengthens the relationship between transformational leadership and OCB. Based on these findings, it is recommended that the organization enhance employees' intellectual capacity through training, workshops, and technical skill development, while also improving strategies to strengthen employee engagement-such as fostering open communication, recognizing performance, and creating a supportive work environment-to encourage consistent display of citizenship behaviors within the organization.

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