

## **The Influence of Leadership Style, Career Development and Compensation on Organizational Citizenship Behavior of Civil Servants in The Sub-District City of Payakumbuh**

**Ikhsani Novella<sup>1</sup>, Syamsir<sup>2\*</sup>**

<sup>1</sup>Master of State Administration, Universitas Negeri Padang  
Email: [ikhsaninovella15@gmail.com](mailto:ikhsaninovella15@gmail.com)

<sup>2</sup>Faculty of Social Sciences, Universitas Negeri Padang  
Email: [syamsirsaili@yahoo.com](mailto:syamsirsaili@yahoo.com)

### **ABSTRACT**

This study aims to provide evidence that: 1) To analyze the effect of leadership style on the Organizational Citizenship Behavior of Sub-District Civil Servants in Payakumbuh City. 2) To analyze the effect of career development on the Organizational Citizenship Behavior of Sub-District civil servants in Payakumbuh City. 3) To analyze the effect of compensation on the Organizational Citizenship Behavior of Sub-District Civil Servants in Payakumbuh City. 4) To analyze the effect of leadership style, career development and compensation simultaneously on the Organizational Citizenship Behavior of Sub-District Civil Servants in Payakumbuh City. The population in this study were all District Government Civil Servants in the City of Payakumbuh, totalling 290 employees. The sampling technique in this study used a proportional random sampling technique with a specified number of samples of 169 respondents. Data collection was carried out using a survey method with a questionnaire. The data analysis technique used in this research is descriptive and quantitative analysis. The data collected is primary and secondary, which can be classified as independent and dependent variables. Testing the hypothesis in this study using multiple linear regression tests. Based on the study's results, it is known that 1) Leadership style has a positive and partially significant effect on the Organizational Citizenship Behavior of Sub-District Civil Servants in Payakumbuh City where  $T_{count}$  is greater than  $T_{table}$  where  $3.500 > 1.974$  with a significance of  $0.001 < 0.05$ . 2) Career development has a positive and significant partial effect on the Organizational Citizenship Behavior of Sub-District Civil Servants in Payakumbuh City, where  $T_{count}$  is greater than  $T_{table}$  where  $3.242 > 1.974$  with a significance of  $0.000 < 0.05$ . 3) Compensation has a positive and significant partial effect on the Organizational Citizenship Behavior of Sub-District Civil Servants in Payakumbuh City, where  $T_{count}$  is greater than  $T_{table}$  where  $2.692 > 1.974$  with a significance of  $0.000 < 0.05$ . 4) Leadership style, career development and compensation positively and significantly affect the Organizational Citizenship Behavior of Sub-District Civil Servants in Payakumbuh City.

**Keywords:** Organizational Citizenship Behavior; Leadership Style; Career Development; Compensation

### **INTRODUCTION**

Human resources (people) are the company's most significant asset, functioning essentially as the engine that propels all business operations. For a company to carry out its activities and achieve its objectives, it requires good management, particularly of its human resources, which are its most significant assets in terms of planning, organizing, directing, and motivating its elements. (Sagala & Rivai, 2013). To generate personnel who can produce an optimal performance for the organization, one must have a strong drive and the necessary skills.

The capability of human resources reflects the calibre of human labour. By defining job standards, human resources will assign optimal tasks. Noe et al. define human resources as the policies, procedures, and systems that influence employee behaviour, attitudes, and performance (2015). To achieve company objectives, human resources must be creative and innovative in the workplace. Human resources must also satisfy a variety of requirements.

The success of an organization mostly depends on the actions of its members. This conduct consists of in-role steps and is meant to obtain extra-role behaviour from individuals. The generic word to refer to additional role activities is organizational citizenship behaviour. Organizational citizenship conduct is suitable for organizations since it comprises prosocial behaviour that can boost company performance and effectiveness. Employee acts beyond formal tasks constitute organizational citizenship behaviour (Sahertian, 2010).

Furthermore, OCB is an essential topic to study because it can substantially positively affect companies (Dewi & Riana, 2019). Individuals who exhibit OCB are typically more successful, happier at work, and better equipped to deal with obstacles. Additionally, OCB can increase individual and organizational performance and create a favourable workplace climate. Therefore, it is essential to study OCB to learn more about this behaviour and how to enhance it in businesses. This can assist organizational leaders in building successful methods for improving OCB in the workplace, resulting in substantial benefits for the organization.

Organizational citizenship conduct is highly valued when exhibited by employees, even though it is not technically defined, because it can contribute to the company's survival. Examples of organizational citizenship include assisting coworkers according to the company's standards, tolerating uncomfortable situations, making valuable suggestions at work, and avoiding wasting time at the office (Robbins & Judge, 2018).

In 2020, based on a study of 50 employees in each subdistrict of Payakumbuh City, 23 individuals exhibited high organizational citizenship conduct, while 27 employees exhibited low organizational citizenship behaviour. Even in 2021, there are as many as 28 employees out of 50 who exhibit strong organizational citizenship, whereas there are only 22 employees who exhibit low organizational citizenship. The number of employees that demonstrate poor organizational citizenship is still relatively significant.

Organizations require employees that demonstrate OCB behaviours, such as assisting other team members, volunteering for extra work, avoiding needless confrontations, obeying the spirit and content of rules, and willingly enduring occasional work-related losses and interruptions (Robbins & Judge, 2018). OCB activity merits extra attention and appreciation so that employees remain encouraged to engage in OCB, for example, by including OCB behaviour as a factor in evaluating employee performance (Newstrom & Davis, 2015). Simple OCB conduct that many people in an organization consistently exhibit will significantly aid the organization in increasing productivity and outperforming the competition (Sweeney & McFarlin, 2002).

A company's aims and objectives are dependent on its leadership. Therefore, a leader must possess a leadership mentality, innovative power, and high levels of creativity to advance swiftly. Leadership is the essence of management since leadership is an organization's driving force, particularly its people resources (Saputra & Mulia, 2021). Currently, leadership is viewed more as a technique for individuals to maximize their abilities in managing, influencing, and garnering team commitment towards their work objectives (Syamsir & Saputra, 2022).

Leadership is a process that motivates followers to attain specific goals that reflect the values, motives, ambitions, needs, and aspirations of both parties, the leader and the followers (Syamsir & Saputra, 2022). Yukl (2008) notes leaders who become models for their subordinates can increase OCB in numerous ways. Leaders who demonstrate OCB will inspire their associates to engage in OCB. The attendants of a leader who is consistent between words and conduct will likewise find him to be likeable. The liking and confidence of subordinates will motivate them to work harder to attain the company's objectives. This is consistent with Burton, Sekiguchi, and Sablynski's (2008) assertion that trust in leaders can increase the likelihood of subordinates engaging in OCB. Organizations require leaders aware of the significance of this behaviour to influence and steer their staff towards exhibiting the OCB. A leader must have a style of leadership that can support and further grow OCB.

According to the results of interviews with numerous employees in one of the sub-districts, the sub-district head's leadership style tends to be less open and less transparent, resulting in mistrust and suspicion, which in turn leads to poor employee performance. Moreover, the lack of attention and oversight from the Camat allows staff to feel free to do their duties. Employees that lack discipline at work are not quickly disciplined, which fosters jealousy for other employees and indirectly affects their performance, causing them to feel uncertain about the responsibilities they are allocated.

The third factor that determines organizational citizenship behaviour is career development. Career development is a reward given to employees by the organization for their ability to carry out the tasks and responsibilities assigned by leadership (Newstrom & Davis, 2015). However, suppose the organization does not have a robust career development system, such as when it does not support individuals who succeed in advancing their careers. In that case, this can harm the individual's career growth in improving their potential when the system fails to assist high-achieving individuals. It is hoped that 60 per cent of all employees who have participated in the training will be trained. The table above demonstrates that the education level of sub-district authorities remains relatively low. Therefore, the execution of employee education and training is still necessary to ensure that the implementation of the offered work and services runs as expected and as defined by the leadership.

On the other side, employee compensation is of utmost importance, as compensation levels measure organizational citizenship behaviour. According to Siagian (2012), firms should be able to devise a remuneration structure that promotes employee job satisfaction, which in turn fosters a positive and productive mindset. The provision of pay can encourage employee loyalty and OCB behaviour. According to research by Octaviani and Utami (2018), compensation substantially impacts OCB since employees are content with their income.

## METHOD

This study employs quantitative approaches with associative quantitative kinds. Due to the method utilized in research proposals, processes, hypotheses, fieldwork, data analysis, and data conclusions up to and including writing, the quantitative approach is characterized by measurement, computation, formulas, and the certainty of numerical facts. At the same time, this research is associative because it links two or more variables (Sugiyono, 2018).

An associative study aims to determine the association between one or more variables and other variables. Compared to different types of research, such as descriptive and comparative

research, the level of this study is the highest. Using this method of investigation, we can discover various ideas that provide explanations, predictions, and control over a phenomenon. The statistical test for testing the hypothesis in this study employs linear regression analysis, which begins with the classic assumption test using regression analysis because the theory in this study will identify the influence of one or more independent variables on the dependent variable (Arikunto, 2019). This study's population comprised 290 civil servants in the Payakumbuh City District. Based on the traits or characteristics of the predetermined population, a proportional random sample technique was utilized for this study's sampling. This method is used since all members have an equal opportunity to be sampled proportionally (Sugiyono, 2018). The samples used for this study are representative, so the conclusions can be generalized to the entire population.

This study's sample included 290 Civil Servants from the District of Payakumbuh City. This study's sample strategy utilized the Probability Sampling method with simple random sampling. According to Sugiyono (2018), the Proportional Stratified Random Sampling technique draws directly from the population randomly, and each population element has an equal chance of being selected. Then, every conceivable sample of this size has the same desire to be chosen independently of every other component. The sample is acquired from the sampling frame using a random technique. This study's tool consisted of a questionnaire employing a Likert scale. Sugiyono (2018) states that the Likert scale measures a person's or group's attitudes, opinions, and perceptions of social phenomena.

The selection of the Likert scale in this study is based on considerations that will be measured, which are opinions, perceptions and opinions of a person on the values of leadership style, career development and compensation for Organizational Citizenship Behavior of Civil Servants in the District of Payakumbuh City. According to Riduwan (2015), the Likert scale is suitable for measuring attitudes, opinions, or perceptions of a person or group of people about events or social phenomena.

Data analysis is selecting, simplifying, focussing, abstracting, and organizing data methodically and rationally by study objectives and describing research data using tables to help comprehension. The study findings in each table are then evaluated (meaning-making), and conclusions are drawn (description). This study has four variables: three independent variables or predictors (leadership style, career growth, and salary) and one dependent variable or criteria (organizational citizenship behaviour). Multiple regression is the technique used to examine the data.

## RESULTS AND DISCUSSION

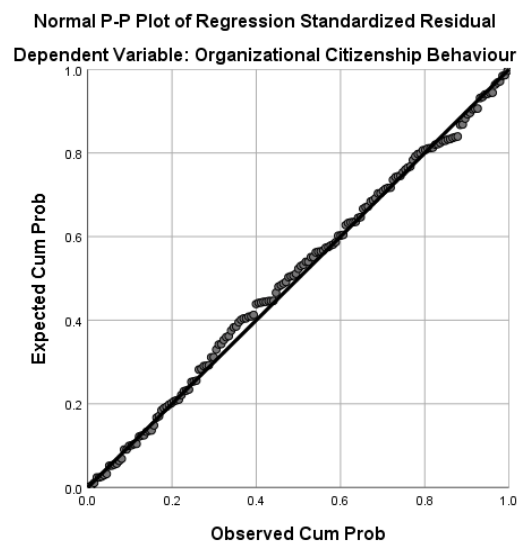
### Normality test

The normality test was conducted to determine whether or not the data originated from a normally distributed population. The Kolmogorov-Smirnov test was utilized to determine the level of normalcy. If the Asymp. Sig (2-tailed) is more significant than or equal to  $> 0.05$ , then the data are typically distributed. For additional information, please refer to the table below:

**Table 1. Normality Test Results**

No	Variabel	Sig.	Alpha	Distribution
1	Leadership Style ( $X_1$ )	0,200	0,05	Normal
2	Career development ( $X_2$ )	0,200	0,05	Normal
3	Compensation ( $X_3$ )	0,052	0,05	Normal
4	OCB (Y)	0,078	0,05	Normal

From the table above, it can be seen that the significance value is more significant than 0.05. Because the significance is more than 0.05, the value of each variable is normally distributed. Furthermore, the results of the normality test can be seen based on the plot graph in the following figure:



**Figure 1. Scatterplot Normality Test**

It can be observed from the image that the points are near the diagonal line. If the residual data distribution is normal, then the diagonal line will describe the actual data. Thus, it is possible to conclude that the model is accurate and that the residual data distribution is normal.

### Linearity Test

Furthermore, the linearity test is used to see whether the model specifications are correct. Is the function used in an empirical, preferably linear, quadratic or cubic. This test will determine whether the practical model should be linear, quadratic or cubic.

**Table 2. Linearity Test Results**

No	Variabel	Sig.	Alpha	Information
1	Leadership Style (X <sub>1</sub> )	0,083	0,05	Linear
2	Career development (X <sub>2</sub> )	0,391	0,05	Linear
3	Compensation (X <sub>3</sub> )	0,088	0,05	Linear

By the results of the linearity test that has been carried out, it appears that the significant value is greater than 0.05, which means that the relationship is linear. This shows that leadership style, career development and compensation have a linear pattern to Organizational Citizenship Behavior.

### Heteroscedasticity Test

The heteroscedasticity test is used to test whether there is an unequal variance from the residual of one observation to another. If heteroscedasticity occurs, this indicates that the residual variance is not the same or fixed, so regression becomes inefficient. A good regression model is a homoscedasticity or free from heteroscedasticity symptoms. The heteroscedasticity test can be performed using the Spearman correlation method. The heteroscedasticity test is carried out to determine whether the predictors significantly affect the residual value. A typical residual has a significant value  $>0.05$ . For more details, it can be explained in the following table:

**Table 3. Heteroscedasticity Test Results**

No	Variabel	Sig.	Alpha	Information
1	Leadership Style (X <sub>1</sub> )	0,179	0,05	Tidak Heterokedastisitas
2	Career development (X <sub>2</sub> )	0,835	0,05	Tidak Heterokedastisitas
3	Compensation (X <sub>3</sub> )	0,055	0,05	Tidak Heterokedastisitas

Based on the table above for the leadership style variable (X<sub>1</sub>) of 0.179 with a significance value greater than 0.05 ( $0.179 > 0.05$ ), it is stated that the leadership style data (X<sub>1</sub>) is homogeneous. Then, the career development variable (X<sub>2</sub>) obtained equal to 0.835 with a significant value greater than 0.05, which means ( $0.835 > 0.05$ ), and this variable indicates that it has a homogeneous variance. The compensation variable (X<sub>3</sub>) is 0.055 with a significant value greater than 0.05, which means ( $0.055 > 0.05$ ), and this variable indicates that it has a homogeneous variance.

### Autocorrelation Test

The autocorrelation test was carried out by determining dU, dL, 4-dU, 4-dL, and Durbin Watson values. The dU and dL values can be obtained from the Durbin-Watson statistical table with  $n=169$ ,  $k=4$ . Then the value can be determined as  $dL= 1.712$ ,  $dU=1.784$ , so  $4-dL= 2.287$  and  $4-dU= 2.215$ , Durbin Watson value= 1.921 obtained from the table below:

**Table 4. Autocorrelation Test Results**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.419 <sup>a</sup>	0,176	0,161	3,156	1,921

a. Predictors: (Constant), Kompensasi, Gaya Kepemimpinan, Pengembangan Karir

b. Dependent Variable: Organizational Citizenship Behaviour

Because  $DU < DW < 4-DU$  ( $1.784 < 1.921 < 2.215$ ), then  $H_0$  is accepted, meaning that there is no autocorrelation.

### Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the independent variables. If the independent variables are correlated, then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation values among independent variables are equal to zero. To detect the presence or absence of multicollinearity in the regression model is as follows:

**Table 5. Multicollinearity Test Results**

No	Variabel	VIF value	Tolerance	VIF limit	Information
1	Leadership Style ( $X_1$ )	1,010	0,990	10	Multicollinearity Does Not Occur
2	Career development ( $X_2$ )	1,025	0,976	10	Multicollinearity Does Not Occur
3	Compensation ( $X_3$ )	1,017	0,983	10	Multicollinearity Does Not Occur

The results of calculating the tolerance value show that no independent variables have a tolerance value of less than 10%, which means there is no correlation between independent variables whose value is more than 90%. The results of calculating the value of the variance inflation factor (VIF) also show the same thing. There is not one independent variable that has a VIF value of more than 10. So it can be concluded that there is no multicollinearity between the independent variables in the regression model.

### Multiple Regression Analysis

Multiple linear regression analysis with four predictors, namely leadership style ( $X_1$ ), career development variable ( $X_2$ ), compensation variable ( $X_3$ ), and Organizational Citizenship Behavior variable ( $X_4$ ), was utilized in this study ( $Y$ ). This regression model can be used to determine the simultaneous and partial influence of leadership style, career growth, and salary on the Organizational Citizenship Behavior of Sub-District Civil Servants in Payakumbuh City. Based on the SPSS for Windows 26.0 calculation results, the following regression analysis table is obtained:

**Table 6. Analisis Regresi Berganda**

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	22,075	2,941	
Leadership Style (X <sub>1</sub> )	0,188	0,054	0,247
Career development (X <sub>2</sub> )	0,186	0,053	0,250
Compensation (X <sub>3</sub> )	0,291	0,084	0,245

The table above shows that the multiple regression equation obtained from the results of the analysis is as follows:

$$Y = 22,075 + 0,188X_1 + 0,186X_2 + 0,291X_3$$

The regression model has the meaning:

**Constant: 22,075**

If the variables of leadership style, career development and compensation are considered constant, then the average Organizational Citizenship Behavior is 22.075.

**Regression coefficient X<sub>1</sub> (Leadership Style)**

From the multiple regression calculation, the coefficients (b<sub>1</sub>) are 0.188. This means that if the leadership style variable increases by 1 (one) point while the career development and compensation variables are considered constant, it will cause an increase in Organizational Citizenship Behavior of 0.188.

**Regression coefficient X<sub>2</sub> (Career development)**

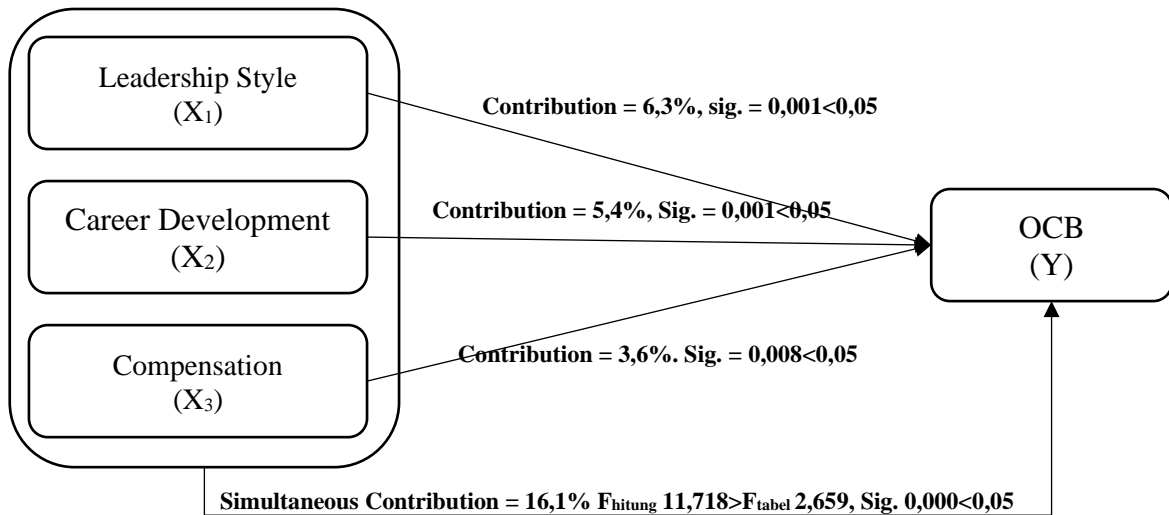
From the multiple regression calculation, the coefficients (b<sub>2</sub>) are 0.186. This means if the career development variable increases by 1 (one) point. In contrast, the leadership style and compensation variables are considered constant, which will cause an increase in Organizational Citizenship Behavior of 0.422.

**Regression coefficient X<sub>3</sub> (Compensation)**

From the multiple regression calculation, the coefficients (b<sub>3</sub>) are 0.186. This means that if the compensation variable increases by 1 (one) point while the leadership style and career development variables are considered constant, it will cause an increase in Organizational Citizenship Behavior of 0.186.

Furthermore, for the contribution model, the influence of the independent variables on the dependent variable can be seen in the following figure:





**Figure 2. Multiple Regression Coefficient Results**

## Discussion

Based on the results of testing the first hypothesis, it is known that leadership style significantly influences Organizational Citizenship Behavior significantly. This is indicated by the obtained Tcount value of 3.500 with a significance of 0.001 where  $0.001 < 0.05$  so that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted, which reads "there is an influence of leadership style on Organizational Citizenship Behavior of Sub-district Civil Servants in Payakumbuh City". Furthermore, the contribution amount from the Adjusted R Square value of 0.063. This means that the leadership style variable (X<sub>1</sub>) has a partial contribution of 0.063 or 6.3% to Organizational Citizenship Behavior (Y).

These results align with Arina et al. (2021) research. Leadership style positively affects Organizational Citizenship Behavior (OCB); leaders will greatly influence attitudes and behavior toward fellow group members in a company or organization. Likewise, Winarto and Purba (2018) research shows that transformational leadership style positively affects organizational citizenship behavior (OCB). The relationship between leadership style and organizational citizenship behavior (OCB) is an important topic for understanding the influence of ethical leadership in an organization. Over the last decade, researchers have explained the relationship between ethical leadership and OCB through two perspectives: social learning theory and social exchange theory. Ethical leaders are considered role models in caring for and respecting the welfare of others; subordinates imitate their leader's behavior by being concerned about their co-workers and their organization (Frisch & Huppenbauer, 2014). Ethical leaders treat all subordinates with respect and concern, which can develop high-quality affective exchange relationships between them and their subordinates, giving rise to Organizational citizenship behavior (Newman et al., 2017).

In a previous study, Khan et al. (2013) suggested that the relationship between leadership style and employee OCB plays an important role in employee motivation to perform OCB; good OCB can increase OCB commitment. Leadership style has been proposed as one of the most influential positive factors contributing to organizational employee attitudes. The results of this study conclude that Leadership Style positively correlates with OCB (Organizational Citizenship

Behavior). Leadership style is one of the factors that can affect a person's Organizational Citizenship Behavior (OCB) level. OCB is not formally required behavior but is part of one's responsibility towards the organization and team performance. A democratic leadership style, which values the participation and input of team members, can increase OCB because team members feel valued and have influence in the decisions they make. A leadership style that motivates and supports team members can also improve OCB because team members feel valued and have clear goals. Meanwhile, an authoritarian leadership style that does not pay attention to the needs of team members can reduce OCB because team members feel unappreciated and do not have the opportunity to participate in the decision process. Overall, an effective leadership style can help improve OCB because team members feel involved and attached to the organization and have the confidence and motivation to work effectively.

Based on the results of testing the second hypothesis, it is known that there is a significant influence of career development on Organizational Citizenship Behavior significantly. This is indicated by the obtained Tcount value of 3.352 with a significance of 0.001 where  $0.001 < 0.05$  so that  $H_0$  is rejected and  $H_a$  is accepted, which reads "there is a developmental influence on Organizational Citizenship Behavior of Sub-District Civil Servants in Payakumbuh City." Furthermore, for the amount of contribution, the Adjusted R Square value is 0.054. This means that the career development variable ( $X_2$ ) has a partial contribution of 0.054 or 5.4% to Organizational Citizenship Behavior (Y).

This is evidenced in this study, which shows empirical evidence that career development positively affects organizational citizenship behavior. Career development significantly affects organizational citizenship behavior (Utami et al., 2022). Subsequent research conducted by Naway (2014) shows that career development positively affects organizational citizenship behavior. Subsequent research conducted by Lutfiyanto et al. (2020), the results of the study show that career development has a significant effect on organizational citizenship behavior. Research conducted by Wulandari and Yuniawan (2017) found that career development significantly positively affects OCB. The results of this study indicate that a good career development process will impact organizational citizenship behavior because employees who see opportunities for career advancement within the organization will tend to do Organizational Citizenship Behavior (OCB) as proof that employees are responsible for the tasks assigned.

Based on the results of testing the third hypothesis, it is known that compensation significantly affects Organizational Citizenship Behavior significantly. This is indicated by the obtained Tcount value of 2.692 with a significance of 0.008 where  $0.008 < 0.05$  so that  $H_0$  is rejected and  $H_a$  is accepted, which reads "there is a developmental influence on Organizational Citizenship Behavior of Sub-District Civil Servants in Payakumbuh City." Furthermore, the contribution amount from the Adjusted R Square value of 0.036. This means that the compensation variable ( $X_3$ ) has a partial contribution of 0.036 or 3.6% to Organizational Citizenship Behavior (Y).

These results are consistent with previous research (Fitrianasari et al., 2013; Isabu & Akinlosotu, 2017; Makau et al., 2017; Tan & Tarigan, 2017), which found compensation to have a positive and significant effect against OCB. In research conducted by Subudhi (2017), it was found that compensation has a positive and significant effect on Organizational Citizenship

Behavior (OCB). In line with the research conducted by Garay (2006) results, compensation policies that act as rewards will lead to extra-role behavior in employees.

Descriptively, compensation received by employees in an amount that is not as expected causes a high feeling of reluctance to do much. Minimum responsibilities and obligations will be completed, and the desire to work more will be done in urgent situations. Strong Organizational Citizenship Behavior (OCB) is motivated by two driving forces. The first relates to management's impression motives, such as doing things to look good in front of co-workers and superiors. Second, employees' desire to help the organization or colleagues is based on social exchange or because of their personality. Every individual has needs that must be met, and to meet these needs, motivation will arise in the individual to be willing to do a certain job if he perceives that the results, he gets will be able to meet those needs. Therefore, selecting the right compensation or reward system can encourage the growth of extra-role performance.

The results of this study indicate that leadership style, career development, and compensation simultaneously affect the Organizational Citizenship Behavior of District Civil Servants in Payakumbuh City. This is shown from the results of the simultaneous test hypothesis where the Fcount value is 14.755 with a probability value (sig) = 0.000. Fcount value 11.718 > Ftable 2.659, and sig. Smaller than the probability value of 0.05 or the value of 0.000 < 0.05, then H1 is accepted, meaning that together (simultaneously) leadership style ( $X_1$ ), career development ( $X_2$ ), and compensation ( $X_3$ ) have a significant effect on Organizational Citizenship Behavior of Sub-District Civil Servants in Payakumbuh City (Y). This result can also be seen from the Adjusted Rsquare value of 0.305. This means that the contribution between leadership style ( $X_1$ ), career development ( $X_2$ ), and compensation ( $X_3$ ) to Organizational Citizenship Behavior of District Civil Servants in Payakumbuh City is 0.161 or 16.1% The coefficient of determination ( $R^2$ ) is useful to show how much the contribution of the independent variable to the dependent variable. This can be interpreted that the contribution of the variable leadership style ( $X_1$ ), career development ( $X_2$ ), and compensation ( $X_3$ ) to Organizational Citizenship Behavior simultaneously is 16.1%, and the remaining 83.9% is contributed by other variables outside the variable examined in this study.

Good leadership will lead to work that relies on good and honest teamwork so that members can work hand in hand to complete tasks or assignments. If employees do not have OCB behavior, there is no ethical responsibility and organizational ineffectiveness. Career development has a positive effect on the behavior of organizational members. This is because employees who see opportunities for career advancement will perform Organizational Citizenship Behavior (OCB) as proof that employees are responsible for the tasks assigned. In line with the results of research conducted by Garay (2006), compensation policies that are a reward in nature will lead to extra-role behavior in employees.

The results of this study are in line with research conducted by Oktariyani (2019), who found a significant positive effect of Compensation and Career Development on Organizational Citizenship Behavior (OCB) and simultaneously a positive and significant effect on Organizational Citizenship Behavior (OCB) for Call Center 108 employees at PT. Infomedia Nusantara Bandung.

## **CONCLUSION**

This study aims to determine the effect of leadership style, career development and compensation on the Organizational Citizenship Behavior of Sub-District Civil Servants in

Payakumbuh City. Based on the results of the research, the conclusions of this study can be described as follows:

1. Leadership style has a positive and significant partial effect on the Organizational Citizenship Behavior of Sub-District Civil Servants in Payakumbuh City, where  $T_{count}$  is greater than  $T_{table}$  where  $3.500 > 1.974$  with a significance of  $0.001 < 0.05$ . This means that the better a leader's leadership style, the better the resulting Organizational Citizenship Behavior and vice versa.
2. Career development has a positive and significant partial effect on the Organizational Citizenship Behavior of Sub-District Civil Servants in Payakumbuh City, where  $T_{count}$  is greater than  $T_{table}$  where  $3.242 > 1.974$  with a significance of  $0.000 < 0.05$ . This means that the better an employee's career development, the better the resulting Organizational Citizenship Behavior and vice versa.
3. Compensation has a positive and significant partial effect on the Organizational Citizenship Behavior of Sub-District Civil Servants in Payakumbuh City, where  $T_{count}$  is greater than  $T_{table}$  where  $2.692 > 1.974$  with a significance of  $0.000 < 0.05$ . This means that the better the compensation given to employees, the better the Organizational Citizenship Behavior will be and vice versa.
4. Simultaneously leadership style, career development and compensation positively and significantly affect the Organizational Citizenship Behavior of Sub-District Civil Servants in Payakumbuh City. These results can be seen from the Adjusted R-square value of 0.161. This means that the contribution between leadership style ( $X_1$ ), career development ( $X_2$ ) and compensation ( $X_3$ ) to Organizational Citizenship Behavior of Sub-District Civil Servants in Payakumbuh City is 0.161 or 16.1% The coefficient of determination ( $R^2$ ) is helpful to show how much the contribution of the independent variable to the dependent variable. This can be interpreted that the contribution of the variable leadership style ( $X_1$ ), career development ( $X_2$ ) and compensation ( $X_3$ ) to Organizational Citizenship Behavior simultaneously is 16.1%, and the remaining 83.9% is contributed by other variables outside the variable examined in this study.

## REFERENCES

- Arikunto, S. (2019). *Prosedur penelitian suatu pendekatan praktik*.
- Arina, A. M., Nelwan, O. S., & Pandowo, M. H. C. (2021). Analisis Faktor-Faktor yang Mempengaruhi Organizational Citizenship Behavior (OCB) pada PT Trimix Perkasa Bitung. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 9(3).
- Dewi, K. D. C., & Riana, I. G. (2019). Pengaruh Motivasi Kerja, Komitmen Organisasional dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior. *Jurnal Distribusi, Jurnal Ilmu Manajemen Dan Bisnis*, 7(2), 203–214.
- Fitrianasari, D., Nimran, U., & Utami, H. N. (2013). Pengaruh Kompensasi dan Kepuasan Kerja terhadap Organizational Citizenship Behavior (OCB) dan Kinerja Karyawan (Studi pada

- Perawat Rumah Sakit Umum “Darmayu” di Kabupaten Ponorogo). *Profit: Jurnal Administrasi Bisnis*, 7(1).
- Frisch, C., & Huppenbauer, M. (2014). New insights into ethical leadership: A qualitative investigation of the experiences of executive ethical leaders. *Journal of Business Ethics*, 123(1), 23–43.
- Garay, H. D. V. (2006). *Hubungan Kepuasan Kerja dan Organizational Citizenship Behavior: Studi Antar Budaya Kepada Guru SMA di Indonesia Dan Filipina*. Universitas Gadjah Mada.
- Isabu, M. O., & Akinlosotu, N. T. (2017). Influence of Age and Salary Earnings on Teachers’ Organisational Citizenship Behaviour (OCB) in Secondary Schools in Akure South Local Government Area of Ondo State, Nigeria. *Journal of Education and Practice*, 8(26), 91–95.
- Khan, N. R., Ghouri, A. M., & Awang, M. (2013). Leadership styles and organizational citizenship behavior in small and medium scale firms. *Researchers World-Journal of Arts, Science & Commerce*, 4(2), 153–163.
- Lutfiyanto, R. P., Huda, N., & Hulmansyah, H. (2020). Pengaruh Pengembangan Karir dan Gaya Kepemimpinan terhadap Kinerja Guru dengan Organizational Citizenhsip Behavior sebagai Variabel Mediasi (Study pada Guru Sekolah Menengah Kejuruan). *Journal of Economics and Business Aseanomics (JEBA)*, 5(2), 144–172.
- Makau, M. M., Nzulwa, J., & Wabala, S. W. (2017). Influence of compensation programs on organisational citizenship behaviour among employees of Kenya Women Microfinance Bank Limited. *The Strategic Journal of Business & Change Management*, 4(32), 587–604.
- Naway, F. A. (2014). Pengaruh Pengembangan Karir, Persepsi Tentang Keadilan Organisasi, Dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior. *Jurnal Manajemen Untar*, 18(3), 112471.
- Newman, A., Schwarz, G., Cooper, B., & Sendjaya, S. (2017). How servant leadership influences organizational citizenship behavior: The roles of LMX, empowerment, and proactive personality. *Journal of Business Ethics*, 145(1), 49–62.
- Newstrom, J., & Davis, K. (2015). *Organizational Behavior: Human Behavior at Work-John Newstrom*. Google Books. In 14e.
- Octaviani, E. N., & Utami, H. N. (2018). Pengaruh Kompensasi dan Pengembangan Karir Terhadap Organizational CitizenshipBehavior (OCB). *Jurnal Administrasi Bisnis (JAB)*, 55(1), 107–114.
- Riduwan, R. (2015). Belajar Mudah Penelitian untuk Guru-Karyawan dan Peneliti Pemula (Cet. 10). CV. Alfabeta.

- Robbins, S. P., & Judge, T. A. (2018). *Organizational Behavior What's New in Management*. Pearson Education, Inc. Prentice Hall: Upper Saddle River, NJ, USA.
- Sagala, R. D. E., & Rivai, V. (2013). Manajemen sumber daya manusia untuk perusahaan. *Rajawali Pers, Jakarta*.
- Sahertian, P. (2010). Perilaku kepemimpinan berorientasi hubungan dan tugas sebagai anteseden komitmen organisasional, self-efficacy dan Organizational Citizenship Behavior (OCB). *Jurnal Manajemen Dan Kewirausahaan*, 12(2), 156–169.
- Saputra, N., & Mulia, R. A. (2021). Influence of Leadership Style, Compensation and Work Climate on Work Motivation. *Efisiensi: Kajian Ilmu Administrasi*, 18(2), 154–168.
- Sekiguchi, T., Burton, J. P., & Sablinski, C. J. (2008). The role of job embeddedness on employee performance: the interactive effects with leader–member exchange and organization-based self-esteem. *Personnel Psychology*, 61(4), 761–792.
- Siagian, S. P. (2012). *Teori dan praktek pengambilan keputusan*.
- Subudhi, Y. M. R. N. (2017). Role of employer branding and organization attractiveness influencing citizenship behavior: A review. *Amity Journal of Management*, 24.
- Sugiyono. (2018). *Metode penelitian kuantitatif, kualitatif, dan R&D* (edisi 2). Alfabeta.
- Sweeney, P. D., & McFarlin, D. B. (2002). *Organizational behavior: Solutions for management*. McGraw-Hill.
- Syamsir, S., & Saputra, N. (2022). *Administrasi Kepegawaian*. CV. Eureka Media Aksara.
- Tan, R., & Tarigan, Z. J. H. (2017). Pengaruh Kompensasi dan Kepuasan Kerja Terhadap OCB Melalui Motivasi Kerja Sebagai Variabel Intervening Pada 3H Motosport. *Jurnal AGORA*, 5.
- Utami, A. W., Kirana, K. C., & Subiyanto, D. (2022). Analisis pengaruh kompensasi dan kecerdasan emosional terhadap organizational citizenship behavior (ocb) dengan kepuasan kerja sebagai variabel intervening (Studi Kasus ATR/BPN Kantah Kab. Wonosobo). *SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business*, 5(1), 93–102.
- Winarto, W., & Purba, J. H. (2018). Pengaruh gaya kepemimpinan transformasional terhadap organizational citizenship behavior dengan kepuasan kerja sebagai variabel intervening (studi kasus pada karyawan rumah sakit swasta di Kota Medan). *Jurnal Ilmiah METHONOMI*, 4(2), 111–123.

- Wulandari, A. D., & Yuniawan, A. (2017). Analisis Pengaruh Dukungan Organisasi Dan Pengembangan Karir Terhadap Organizational Citizensip Behavior Dengan Employee Engagement Sebagai Variabel Intervening (Studi Pada Karyawan Pdam Tirta Moedal Kota Semarang). *Diponegoro Journal of Management*, 6(4), 102–115.
- Yukl, G. (2008). How leaders influence organizational effectiveness. *The Leadership Quarterly*, 19(6), 708–722.

