

The Influence of Leadership, Organizational Commitment on Organizational Citizenship Behavior Moderated by Job Satisfaction

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ABSTRACT

The purpose of this study was to determine the influence of leadership, organizational commitment, on Organizational Citizenship Behavior (OCB) moderated by job satisfaction at the National Unity and Politics Agency of West Sumatra Province, Agam Regency, and West Pasaman Regency. This study used structural equations of quality with the conception of the research model path analysis which is used to analyze relationship patterns between variables with the purposed to know the direct and indirect influence of independent variables (exogenous) on the dependent variable (endogenous). The results of this study are 1) Leadership has a positive and significant influence on Organizational citizenship behavior; 2) Organizational Commitment has a positive and significant influence on Organizational citizenship behavior; 3) Job Satisfaction has a positive and significant influence on Organizational citizenship behavior; 4) Leadership has a positive and significant influence on job satisfaction; 5) Organizational Commitment has a positive and significant influence on Job Satisfaction; 6) Leadership has an indirect influence on Organizational citizenship behavior through Job Satisfaction; 7) Organizational Commitment has an indirect influence on Organizational citizenship behavior through Job Satisfaction.

Keywords: Leadership; Organizational Commitment; Job Satisfaction; Organizational Citizenship Behavior

INTRODUCTION

Human resources must be understood as an inseparated part of organizational success, with the result that the management and managerial of human resources must be a priority in an effort to maximize the contribution of the apparatus/employees to the organization that oversees them (Chams & García-Blandón, 2019; Niswaty et al., 2015; Vardarlier, 2016). If the needs of employees can be fulfilled by the organization, then the employees will also give the maximum contribution to the organization where they work directly. One of the contributions given by employees is the attitude of citizenship or what is often called *organizational citizenship behavior* (OCB) (Abdelmotalieb & Saha, 2019; Blondheim F. & Somech, 2019; Iqbal et al., 2020; Vigoda-Gadot & Beeri, 2012). The attitude/behavior of individuals in the organization is distinguished by behavior that is appropriate with the role (*intra-role behavior*) and outside behavior or beyond the role (*extra-role behavior*). Extra-role itself has many terms, one of which is *Organizational Citizenship Behavior* (Fanani & Djati, 2016; Purvanova et al., 2006).

As an apparatus form that is *extra-role behavior* in the organization, OCB is defined as the attitude or behavior of the apparatus to do the tasks outside of the *job description* without obtaining rewards indirectly from the organization. According to (Sahertian & Soetjipto (2011), *organization citizenship behavior* is actions that lead to the formation of effective functioning

within the organization and these actions are not requested explicitly (voluntary) and are not formally rewarded (incentives). Thus, OCB as a form of *extra-role behavior* indirectly has nothing to do with incentives or rewards toward what have been done by apparatus in their organizations, the attitudes that prioritize the importance of other people are actualized by actions that lead not to fulfilling personal needs but for the welfare of others.

In addition, (Emina, 2020; Madureira et al., 2020) defined public administration is considered as the organization and administration from organizational units that pursue the achievement of state goals. Which in the state goals include efforts to realize people's welfare through the provision of public goods and providing public services. *Organizational citizenship behavior* is a way of managing HR (Human Resources) to achieve and improve the goals as well as objectives of public organizations, because it is a form of work behavior that exceeds the roles demands within the organization with the consequence of better increasing in performance achievement. The efforts which establish this work behavior are considered effective enough in increasing achievements and organizational goals, currently the demands for bureaucratic reform for public sector that are service-oriented to the community.

In implementing the regulatory mandate, the West Sumatra Provincial Government and 19 (nineteen) Regency/City Governments have formed a Regional Apparatus Organization which operates government affairs in the field of National Unity and Politics Agency. The position of the Regional Apparatus Organization in each region is different, because it is based on each region needs, area, population, regional typology and problems of National Unity and Politics Agency that occur in the area.

Meanwhile, the urgency to choose three agencies of National Unity and Politics Agency in this study, besides comparing the roles and functions of the agency at the provincial and regency levels, it is also based on a more holistic and representative research if choosing the National Unity and Politics Agency which hold position as an agency. The National Unity and Politics Agency which is domiciled as a agency is considered to have a more complex organizational structure, a larger number of apparatus and has a bigger workload when it is compared with National Unity and Politics Agency which is domiciled as offices/sections and fields.

Based on the observations in the National Unity and Politics Agency work unit, there are several apparatus behaviors that have an impact on non-optimal performance in work units such as the behavior of apparatus that is not effective and efficient in utilizing time at work. One of them is the deficiency of the apparatus willingness to help colleagues in different work units (different fields/sub-sectors). The tendency of the apparatus to work only to fulfill individual/personal achievements and the demands of individual obligations to the organization, thus engender an individualism attitude and impacting on team performance. The apparatus do not have awareness to help colleagues who need assistance in completing work voluntarily. The apparatus in the work unit assesses that the workload is not their responsibility.

The low level of *organizational citizenship behavior* can be seen in the attitude of apparatus who do not have loyalty to the organization/work unit, the appearance of indifference to conditions and situations along changes that occurred in the work unit and tend to be passive and unresponsive when the work unit is in difficult conditions, so it has an impact on indiscipline, passive at work and tend to wait for orders to do the job. Another problem is the lack of cooperation and tolerance between apparatus. Apart from that, there are still some apparatus who do not have intention to improve a positive climate among apparatus, such as the tendency for apparatus to complain when faced with a workload that is considered to be difficult being submitted to them.

As for the relationship or influence of leadership with OCB is related to the empathy in the leadership style that exists in the organization, so that it influences employee performance. Bass et al.(1993) stated that followers of transformational leaders have a sense of trust, admiration, loyalty, and respect for the leader and are motivated to perform extra-role behavior or OCB.

Besides that, in the development and dynamics that occur in organizations, OCB has a relationship with one of the other variables, namely organizational commitment. Organizational commitment is an association of feelings and beliefs that all employees belong to the organization as a whole (Hendri, 2019; Rita et al., 2018; Syaekhu, 2018; Zhou et al., 2020). Apparatuses who have organizational commitment will do work other than their main job, where if there are employees who are unable to do their job, then other employees who have organizational commitment will help their colleagues for the realization of organizational goals.

When an employee gets satisfaction from their work, it will motivate them to improve their performance and feel responsible for organizational achievements. Job satisfaction will be felt by employees if they feel satisfaction, including with the payments (in the form of allowances/remuneration), the work itself, promotions, the head at their place of work, and also with their fellow employees.

The job satisfaction correlates with OCB, it can be seen from people who are satisfied with their jobs are more likely to be involved in OCB (Fanani & Djati, 2016). It can be assumed, job satisfaction is one of the determinants of OCB. Satisfied employees should have positive arguments about their organization, help their co-workers and exceed normal expectations at work.

The urgency of conducting research on the focus and locus of this research was due to the current condition of the government's policy in limiting the number of recruitment of State Civil Apparatuses to structural formations so that efforts are needed to maximize the role of ASN in limited quantity but with many functions within their work units. In addition, this study also wanted to see how the pattern of *organizational citizenship behavior influences* between the National Unity and Politics Agency of West Sumatra Province which is more coordinative with the Agam Regency and West Pasaman Regency which is more of an executor.

METHOD

This research conducted at the National Unity and Politics Agency in West Sumatra Province, Jl. Kuini No. 79 A, West Padang District, Padang. The National Unity and Politics Agency in Agam Regency Jl. Pilang No. 2, Lubuk Basung, and the West Pasaman Regency Jl. Soekarno Hatta, Simpang Ampek, West Pasaman. This research was planned to last for three months.

In this study, the total population was 109 (one hundred and nine) people. The sample who became research respondents were 104 (one hundred and four) apparatus or around 95.4% of all apparatus of the Agency in West Sumatra Province, Agam Regency and West Pasaman Regency. Samples taken based on *probability sampling technique; simple random sampling*, where the researcher provided equal opportunities for each member of the population.

This research used quantitative methods with descriptive research types using correlational methods. To see the influence between these variables, this study used a path analysis model (Path analysis), because with path analysis researcher not only know the direct effect between exogenous variables, intervening variables and endogenous variables, but also can see the indirect

influence between these variables. The analytical model used applies the structural equation modeling method.

Operational Definition

1. *Organizational citizenship behavior (OCB)*, is the contribution of an individual that exceeds the demands of a role in the workplace and is rewarded based on individual performance results.
2. Leadership is a deliberate process of a person to emphasize his strong influence on others to guide, structure, facilitate activities and relationships within a group or organization.
3. Organizational commitment is an individual psychological state associated with strong belief, trust and acceptance of organizational goals and values, a strong motivation to work for the organization and a strong desire to remain a member of the organization.
4. Job satisfaction is a pleasant feeling that is the result of individual perceptions in order to complete tasks or fulfill their needs to obtain work values that are important to them.

RESULTS AND DISCUSSION

Data Normality Test

The normality test with graphical analysis and normal *probability plots* was carried out using the SPSS version 17.0 tools. Can be seen that the normality test shows *Asymp. Sig (2-tailed)* is greater than 0.05, namely 0.065. This identified that the data is normally distributed so that it is suitable for multiple regression analysis.

Multicollinearity Test

The regression model that is free from multicollinearity, it can be seen by looking at the VIF value < 10.00 or the tolerance value > 0.10 . This multicollinearity test used the SPSS version 17.00 program. Based on the *output results*, it can be seen that the VIF value of each variable < 10.00 , namely the Leadership variable (X1) of $1.042 < 10.00$ with a tolerance value of $0.960 > 0.10$, Organizational Commitment variable (X2) of $1.116 < 10.00$ with a value tolerance $0.896 > 0.10$, and the variable Job Satisfaction (X3) of $1.609 < 10.00$ with a tolerance value of $0.621 > 0.10$ so it can be concluded that there is no multicollinearity between variables.

Heteroscedasticity Test

This heteroscedasticity test can be seen in the *scatterplot graph*, if there are dots that form a certain and regular pattern then heteroscedasticity has occurred. Otherwise, if the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity.

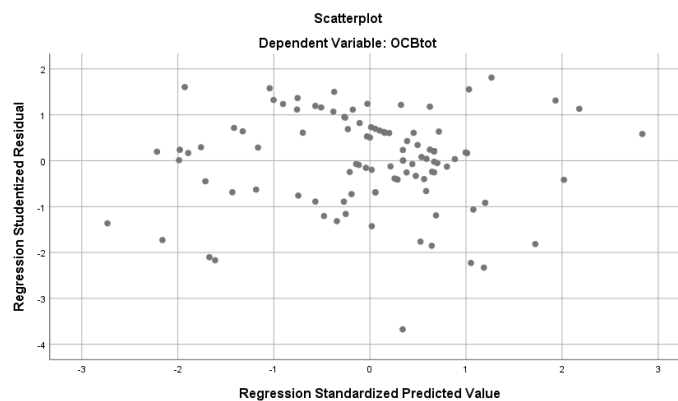


Figure 1Heteroscedasticity Test

Based on the figure, it can be seen that the points spread above and below the number 0 on the Y , so it can be concluded that there is no heteroscedasticity in the regression model.

Hypothesis Testing Results

The hypothesis testing in this study used two stages, namely regression analysis and path analysis (*path analysis*). Regression analysis was carried out to determine the influence between variables, both the independent variable and the dependent variable. Meanwhile, *path analysis* was used to measure how much influence the intervening variables have in mediating an influence. Before calculating the multiple regression analysis in this study, a path diagram connecting the variables is presented.

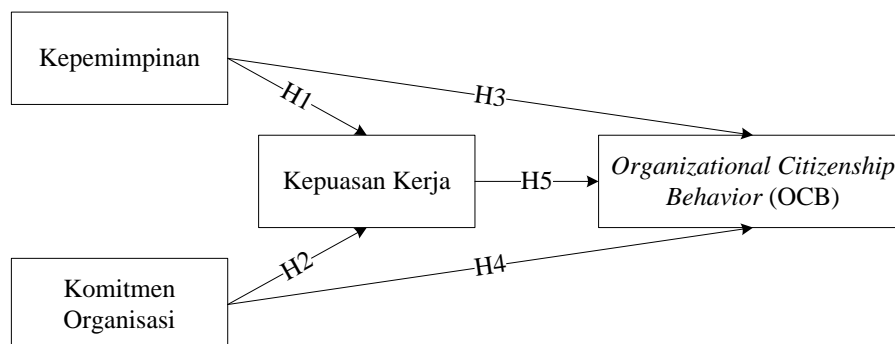


Figure 2Path Diagram which Connecting between Variables

Regression Analysis

a. The Influence of Leadership on Job Satisfaction (p1)

Table 1 Results of Leadership Regression Analysis on Job Satisfaction

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.193 ^a	.037	.028	5.89629

a. Predictors: (Constant), Ktot

b. Dependent Variable: KKtot

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	138.731	1	138.731	3.990	.048 ^b
	residual	3580927	103	34,766		
	Total	3719657	104			

a. Dependent Variable: KKtot

b. Predictors: (Constant), Ktot

Source: SPSS Data Processing Results, 2022

Based on the *model summary output table*, the magnitude of R^2 is 0.037, which means that the influence of leadership on job satisfaction is 3.7% and the remaining 96.3% is influenced by other variables. Meanwhile, in the ANOVA table above, it can be seen that Fcount is 3.990 with a significant level of $0.048 < 0.05$, then H_0 is rejected, which means that leadership has a significant influence on job satisfaction.

b. The Influence of Organizational Commitment on Job Satisfaction (p2)

Table 2 Results of Regression Analysis of Organizational Commitment to Job Satisfaction

Summary Model ^b				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.315 ^a	.099	.091	5.70306

a. Predictors: (Constant), Muscle

b. Dependent Variable: KKtot

ANOVA ^a					
Model	Sum of Squares	df	MeanSquare	F	Sig.
1 Regression	369,587	1	369,587	11,363	.001 ^b

residual	3350070	103	32,525		
Total	3719657	104			

a. Dependent Variable: KKtot

b. Predictors: (Constant), Muscle

Source: SPSS Data Processing Results, 2022

Based on *model summary output table*, the value of R^2 is 0.099, which means that the influence of Organizational Commitment on Job Satisfaction is 9.9% and the remaining 90.1% is influenced by other variables. Meanwhile, in the ANOVA table above, it can be seen that Fcount is obtained for 11.363 with a significant level of $0.001 < 0.05$, then H_0 is rejected, which means Organizational Commitment has a significant influence on Job Satisfaction.

c. The Influence of Leadership on *Organizational Citizenship Behavior* (OCB) (p3)

**Table 3 Results of Leadership Regression Analysis on Organizational
Citizenship Behavior (OCB)**

Summary Model ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.313 ^a	.098	.089	5.27345

a. Predictors: (Constant), Ktot

b. Dependent Variable: OCBtot

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	310.447	1	310.447	11.163	.001 ^b
	Residual	2864.353	103	27,809		
	Total	3174.800	104			

a. Dependent Variable: OCBtot

b. Predictors: (Constant), Ktot

Source: SPSS Data Processing Results, 2022

From the *model summary output table*, the magnitude of R^2 is 0.098, which means that the influence of Leadership on *Organizational Citizenship Behavior* (OCB) is 9.8% and the remaining 90.2% is influenced by other variables. Meanwhile, in the ANOVA table above, it can be seen that Fcount is obtained at 11.163 with a significant level of $0.001 < 0.05$, then H_0 is rejected, which means that leadership has a significant influence on *Organizational Citizenship Behavior* (OCB).

d. The Influence of Organizational Commitment on *Organizational Citizenship Behavior* (OCB) (p4)

Based on the *model summary* output table, the magnitude of R^2 is 0.224, which means that the influence of Organizational Commitment on *Organizational Citizenship Behavior (OCB)* is 22.4% and the remaining 77.6% is influenced by other variables. Meanwhile, in the ANOVA table above, it can be seen that Fcount is 29.669 with a significant level of $0.000 < 0.05$, then H_0 is rejected, which means that Organizational Commitment has a significant influence on *Organizational Citizenship Behavior (OCB)*

e. The Influence of Job Satisfaction on *Organizational Citizenship Behavior (OCB)* (p5)

Based on the *model summary* output table, the magnitude of R^2 is 0.235, which means that the influence of Job Satisfaction on *Organizational Citizenship Behavior (OCB)* is 23.5% and the remaining 76.5% is influenced by other variables. Meanwhile, in the ANOVA table above, it can be seen that Fcount was obtained for 31.656 with a significant level of $0.000 < 0.05$, then H_0 was rejected, which means that Job Satisfaction has a significant effect on *Organizational Citizenship Behavior (OCB)*.

Interpretation of Path Analysis

- a. The Influence of Leadership on *Organizational Citizenship Behavior (OCB)* through Job Satisfaction. The value of the *Standardized Coefficient* (beta) of each variable is known. Direct Influence Leadership on *Organizational Citizenship Behavior (OCB)* of 0.313, while the indirect influence is $0.193 \times 0.485 = 0.09360$. From these results it can be seen the total influence of leadership on *Organizational Citizenship Behavior (OCB)* through Job Satisfaction of $0.313 + 0.09360 = 0.40660$. This means that the total influence of Leadership on *Organizational Citizenship Behavior (OCB)* through Job Satisfaction is 40.66% and the rest ($100 - 40.66 = 59.34\%$) is influenced by other factors.

From the above calculations, the causal relationship model between variables can be described as follows:

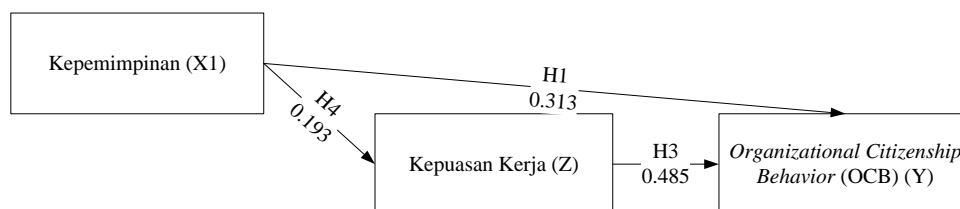


Figure 3 Direct and Indirect Influence of Leadership on Organizational Citizenship Behavior (OCB) Through Job Satisfaction

- b. The Influence of Organizational Commitment on *Organizational Citizenship Behavior (OCB)* through Job Satisfaction. That the value of the *Standardized Coefficient* (beta) of each variable is known. The direct influence of Organizational Commitment on *Organizational Citizenship Behavior (OCB)* is 0.473, while the indirect influence is $0.315 \times 0.485 = 0.14899$. From these results it can be seen that the total influence of Organizational Commitment on *Organizational Citizenship Behavior (OCB)* through Job Satisfaction is $0.473 + 0.14899 = 0.62199$. This means that the total influence of Organizational Commitment on *Organizational Citizenship Behavior (OCB)* through Job Satisfaction is 62.199% and the rest ($100 - 62.199 = 37.801\%$) is influenced by other factors.

Behavior (OCB) through Job Satisfaction is 62.19% and the rest ($100 - 62.19 = 37.81\%$) is influenced by other factors.

From the above calculations, the causal relationship model between variables can be described as follows:

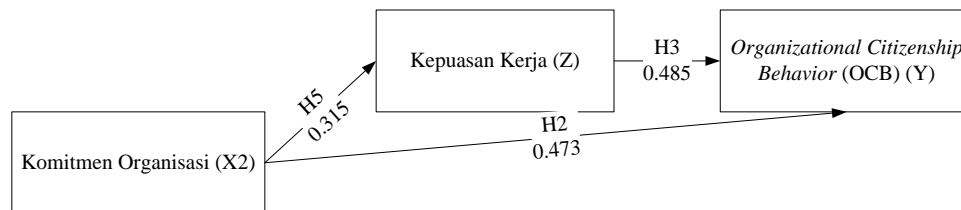


Figure 4 Direct and Indirect Influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) Through Job Satisfaction

Based on the results of the path analysis, this study used two regression equations as follows:

- 1) The Influence of Leadership and Organizational Commitment on Job Satisfaction

$$\text{Job Satisfaction} = b_1x_1 + b_2x_2 + e_1$$

$$\text{Job Satisfaction} = 0.193 b_1 + 0.315 b_2 + e_1$$

$$\text{Job Satisfaction} = 0.508 + e_1$$

From the equation above, if there is an increasing in one unit of Leadership followed by an increasing in Job Satisfaction by 0.193 and if there is an increasing in one unit of Organizational Commitment, it will be followed by an increasing in Job Satisfaction by 0.315. This shows that the higher the Leadership and Organizational Commitment, the higher the Job Satisfaction.

- 2) The Influence of Leadership, Organizational Commitment, and Job Satisfaction on *Organizational Citizenship Behavior (OCB)*

$$\text{Organizational Citizenship Behavior (OCB)} = b_1x_1 + b_2x_2 + b_3x_3 + e_1$$

$$\text{Organizational Citizenship Behavior (OCB)} = 0.313 b_1 + 0.473 b_2 + 0.485 b_3 + e_1$$

$$\text{Organizational Citizenship Behavior (OCB)} = 1.271 + e_1$$

From the equation above if there is an increasing in one unit of Leadership followed by an increasing in *Organizational Citizenship Behavior (OCB)* of 0.313, if there is an increasing in one unit of Organizational Commitment it will be followed by an increasing in *Organizational Citizenship Behavior (OCB)* of 0.473, and if there is an increasing in one unit of Job Satisfaction it will be followed an increasing in *Organizational Citizenship Behavior (OCB)* of 0.485. This shows that the higher the Leadership, Organizational Commitment, and Job Satisfaction, the higher the *Organizational Citizenship Behavior (OCB)*.

Discussion

1. The Influence of Leadership on *Organizational Citizenship Behavior*

Based on the results of the study, the influence of leadership on organizational citizenship behavior was indicated by a positive value and a p-value < 0.05 , that is 0.001. These results

indicated that leadership has a positive and significant influence on organizational citizenship behavior, so the hypothesis is accepted.

The researcher's assumption regarding leadership towards Organizational citizenship behavior means that the higher the intensity of implementing leadership at the National Unity and Politics Agency, it is not certain that the level of OCB of employees at the National Unity and Politics Agency will also increase. On the contrary, if the intensity of implementing leadership at the National Unity and Politics Agency is low, it is not certain that the level of OCB of employees at the National Unity and Politics Agency will also decrease.

Leadership is a person's ability to inspire or influence a group to achieve a predetermined task or goal, the leadership factor also plays an important role because it is the leader who will move and direct the organization in achieving its goals (Soetrisno, 2016).

Moreover, (Yukl, 2005) stated the notion of leadership as a deliberate process from a person to emphasize his strong influence on others to direct, structure, facilitate activities and relate within a group or organization.

This research was in line with research conducted by (Tampi, 2013) with the title Leadership and Compensation Effects on Employee Performance and Their Impact on Organizational Citizenship Behavior with the results of Leadership research influencing Organization Citizenship Behavior. This can be seen from the value of t count $0.601 > t$ table (0.05) 39.9%.

2. The Influence of Organizational Commitment on *Organizational Citizenship Behavior*

Based on the results of the study, the influence of Organizational Commitment on Organizational Citizenship Behavior was indicated by a positive value and a p -value < 0.05 , that is 0.000. These results indicated that Organizational Commitment has a positive and significant influence on Organizational citizenship behavior, so the hypothesis is accepted.

The assumption of this research means that when employees have organizational commitment in doing their work, then they have good OCB. On the other hand, if they do not have organizational commitment in doing their work, then they do not have good OCB. Employees' organizational commitment is not good, so OCB will decrease and influence productivity. Therefore, organizational commitment must also be owned by every employee which is later expected to foster an attitude of OCB to further increasing.

Organizational Commitment is the degree to which an employee takes sides with a particular organization and its goals, and intends to maintain membership in that organization (Robbins & Judge, 2008). In addition, (Rosita & Yuniati, 2016) states that organizational commitment is employee loyalty to the organization, willingness to try to be part of the organization, and the desire to stay in the organization.

Another study conducted by (Fitria et al., 2015) said that in general organizational commitment has an effect on OCB, but has a small influence of 17.8% on a nurse's OCB. This was due to the lack of control from the researcher when filling out the scale and the busyness of the nurses at work so that the conditions are not entirely based on their own condition.

3. The Influence of Job Satisfaction on *Organizational Citizenship Behavior*

Based on the results of the study, the influence of Job Satisfaction on Organizational Citizenship Behavior was indicated by a positive value and a p -value < 0.05 , that is 0.000. These

results indicated that job satisfaction has a positive and significant influence on organizational citizenship behavior, so the hypothesis is accepted.

The researcher's assumption about this means Organizational Citizenship Behavior (OCB) as a result of the high or low quality of job satisfaction that is running. The higher the quality of job satisfaction that runs in the National Unity and Politics Agency, provides a greater potential for the creation of high Organizational Citizenship Behavior (OCB). The lower the quality of ongoing job satisfaction, the lower the potential for Organizational Citizenship Behavior (OCB) to be created.

Based on the results of the research that job satisfaction influences Organizational Citizenship Behavior (OCB) at the National Unity and Politics Agency, this study proves the theory proposed by (Robbins & Judge, 2008) which states that Organizational Citizenship Behavior can arise from various factors within the organization, including due to the job satisfaction of employees. When employees feel satisfied with the work they are doing, the employee will work optimally in completing his work, even doing some things that may be outside his duties.

Other research conducted by (Fanani & Djati, 2016) based on the results of the Spearman correlation test can conclude that the organizational commitment variable has a significant relationship with the OCB variable. While Spearman's correlation between organizational commitment and OCB is 0.353 which is positive and there is a low relationship, meaning that there is a positive relationship, that is, if organizational commitment increases, OCB will increase.

4. The Influence of Leadership on Job Satisfaction

Based on the results of the study, the influence of leadership on job satisfaction was indicated by a positive value and a p-value <0.05 , that is 0.048. These results indicated that leadership has a positive and significant influence on job satisfaction, so the hypothesis is accepted.

According to the assumptions of researchers, employee job satisfaction is a problem that cannot be taken for granted in the world of management, even Job Satisfaction can be seen as a fundamental part of management activities. This is understandable because job satisfaction is the key to work productivity, while employee work productivity will also improve if the leader manages and mobilizes employees in a good way. This means that the higher the intensity of leadership implementation, the higher the level of employee job satisfaction.

According to (Komar, 2020) leadership is an activity to influence other people, or is the art of influencing human behavior both individually and in groups.

This research was in line with previous research conducted by (Ar et al., 2021) with the result that there is a significant relationship between leadership and employee job satisfaction at the Central Statistics Agency for West Sumatra Province. Then, research conducted by (Mulyanto, 2022) found that the leadership of SDN Magetan 1 had a positive impact on teacher job satisfaction. Then (Nasrun, 2016) shows that leadership has a significant influence on job satisfaction.

5. The Influence of Organizational Commitment on Job Satisfaction

Based on the results of the study, it looked at the influence of Organizational Commitment on Job Satisfaction as indicated by a positive value and a p-value <0.05 , that is 0.001. These

results indicated that Organizational Commitment has a positive and significant influence on Job Satisfaction, so the hypothesis is accepted.

The researcher's assumption indicates that even though employees are satisfied with their work which is reflected in the compatibility of their income with the workload and responsibilities they feel, and feel satisfaction due to the opportunity to get promotions, promotions, awards, and self-development, it was proven that this no real impact on the level of commitment to the organization.

Organizational commitment is employee loyalty to the organization through acceptance of organizational goals, values, willingness or willingness to try to be part of the organization, and the desire to stay in the organization. Organizational commitment can be used to predict professional activity and work behavior because organizational commitment reflects an individual's positive attitude to the organization. This attitude motivates a person to behave positively, to be disciplined at work, to comply with organizational rules and policies, to maintain good relations with colleagues, and to increase one's level of achievement (Sahertian & Soetjipto, 2011).

This research was in accordance with research conducted by (Darmawati & Marnis, 2017) which said organizational commitment has a positive influence on job satisfaction at Riau Islamic University. From the results of the study it was concluded that organizational commitment has a significant influence on employee job satisfaction, this indicates that the higher the level of organizational commitment, the higher the level of employee job satisfaction in the Regional Secretariat of Rokan Hulu Regency.

6. The Influence of Leadership on *Organizational Citizenship Behavior* through Job Satisfaction

Based on the results of the study, the influence of leadership on organizational citizenship behavior through job satisfaction was indicated by the direct influence of leadership on organizational citizenship behavior (OCB) of 0.313, while the indirect influence was $0.193 \times 0.485 = 0.09360$. From these results it can be seen that the total influence of Leadership on Organizational Citizenship Behavior (OCB) through Job Satisfaction is $0.313 + 0.09360 = 0.40660$. This means that the total influence of Leadership on Organizational Citizenship Behavior (OCB) through Job Satisfaction is 40.66%.

Researchers have an assumption that this indicates that the value of the direct influence is greater than the indirect influence caused by job satisfaction on organizational citizenship behavior so that job satisfaction cannot function as a mediating variable. The leadership implemented by the National Unity and Politics Agency will increase employee organizational citizenship behavior (OCB) without the influence of job satisfaction.

According to (Banani, 2017) job Satisfaction will easily arise in itself if there is suitability, trust, attention and communication that is good and smooth between employees and leaders, as well as communication that exists between employees and employees so that with these conditions will be able to improve performance employee.

The results of this study was not in line with previous research conducted by (Permatasari et al., 2017). The results of this study indicate that job satisfaction has no significant influence on OCB, with a large -11%. The results obtained do not support the hypothesis which states that there is a significant influence between job satisfaction on OCB employees of PT. Bank Panin,

Tbk Banjarbaru. Thus, job satisfaction cannot function as an intervening variable between leadership and organizational citizenship behavior (OCB).

7. The Influence of Organizational Commitment on *Organizational Citizenship Behavior* through Job Satisfaction

Based on the results of the study, the influence of Organizational Commitment on Organizational Citizenship Behavior through Job Satisfaction as indicated by the direct influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) of 0.473, while the indirect influence was $0.315 \times 0.485 = 0.14899$. From these results, it can be seen that the total influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) through Job Satisfaction is $0.473 + 0.14899 = 0.62199$. This means that the total influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) through Job Satisfaction is 62.19%.

Researcher assumed that the value of the indirect influence is greater than the direct influence caused by job satisfaction on Organizational Citizenship Behavior so that job satisfaction can be useful as a mediating variable. The Organizational Commitment implemented by the National Unity and Politics Agency will increase employee organizational citizenship behavior (OCB) with the influence of job satisfaction.

In addition, The Driver (Randolph & Blackburn, 1989) stated that individuals with high organizational commitment will influence career development opportunities and other rewards from the organization. But it may also have a negative impact on the individual himself, that is his potential growth becomes limited, resists change, experiences certain stress and tension, and has limited time for activities outside of work.

Hughes et al., (2012) suggested that a transformational leader has good vision, rhetorical skills, and impression management and uses them in various ways to develop strong emotional bonds with followers. It is supported by research conducted (Permatasari et al., 2017) Organizational commitment has a significant influence on OCB, with a large influence of 49.50%. The results obtained support the hypothesis which stated that there is a significant effect between organizational commitment on OCB employees of PT. Bank Panin, Tbk Banjarbaru. Therefore job satisfaction cannot function as an intervening variable between organizational commitment and organizational citizenship behavior (OCB).

CONCLUSION

From the discussion in the previous chapters, several conclusions can be drawn as follows: 1) Leadership has a positive and significant influence on Organizational citizenship behavior, 2) Organizational Commitment has a positive and significant influence on Organizational citizenship behavior, 3) Job satisfaction has a positive and significant influence on organizational citizenship behavior, 4) Leadership has a positive and significant influence on job satisfaction, 5) Organizational Commitment has a positive and significant influence on Job Satisfaction, 6) Leadership has an indirect influence on Organizational citizenship behavior through Job Satisfaction, 7) Organizational Commitment has an indirect influence on Organizational citizenship behavior through Job Satisfaction.

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