

The Effect Of Leadership, Perceived Organizational Support, And Job Satisfaction On Organizational Citizenship Behavior With Organizational Commitment As Intervening Variables. (Study On Civil Servants At The Regional Secretariat Of West Nusa Tenggara)

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ABSTRACT

Successful organizations need employees who will do more than just their formal duties and are willing to provide performance that exceeds expectations, one of which is OCB behavior. OCB behavior does not only have a good impact on an employee, but OCB will have a good impact on the organization. The purpose of this study is to determine and analyze the influence of Leadership, Perceived Organizational Support, and Job Satisfaction on Organizational Citizenship Behavior (OCB) of Civil Servants with Organizational Commitment as an intervening variable. The type of research is quantitative research with a causal associative approach. The sample in this study was the Civil Servants of the Regional Secretariat of West Nusa Tenggara Province, with 117 peoples. Determination of the selection using Proportionate Stratified Random Sampling. Data analysis used the Structural Equation Model Partial Least Square (PLS-SEM) method with the help of the SMART-PLS program. The results showed that Leadership directly had no significant effect on OCB but had a significant impact on Organizational Commitment. Perceived Organizational Support had a significant impact on Organizational Commitment and OCB. Job Satisfaction had a significant impact on Organizational Commitment and OCB. The Organizational Commitment had a significant impact on OCB. Leadership, Perceived Organizational Support, and Job Satisfaction significantly impact OCB through organizational commitment..

Keywords: Leadership, Perceived Organizational Support, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior.

INTRODUCTION

The performance of public services is an essential concern of all parties because it is related to government accountability to the community. The measurement of PNS performance is regulated in Government Regulation No. 30 of 2019 on Performance Assessment of Civil Servants, consisting of Employee Performance Targets (Quantity, Quality, Time, Cost) and behavior (Commitment, Leadership, Orientation, Cooperation, Initiative). So when viewed from the behavioral aspect, the

organization certainly needs employees who can do work beyond their formal duties and provide performance that exceeds expectations. Within the organization's scope, employees are required to work in teams and work flexibly. Therefore, organizations want employees who are willing to do work beyond what is stated in their job description and voluntarily, sincerely, happily, without having to be ordered or controlled by the Leadership.

This behavior is then known as Organizational Citizenship Behavior (OCB). Robbins and Judge (2018:40) define OCB as "Choice behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization." A successful organization needs employees who will do more than their usual duties and deliver performance beyond expectations. This behavior is then known as Organizational Citizenship Behavior (OCB). Robbins and Judge (2018:40) define OCB as "choice behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization." A successful organization needs employees who will do more than their usual duties and deliver performance beyond expectations. This behavior is then known as Organizational Citizenship Behavior (OCB). Robbins and Judge (2018:40) define OCB as "choice behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization." A successful organization needs employees who will do more than their usual duties and deliver performance beyond expectations.

Organ et al. (2006) stated that two factors influence OCB, namely internal factors (job satisfaction, commitment, personality, employee morale, motivation, and so on) and external factors (leadership style, trust in leaders, organizational culture). So to increase the creation of OCB behavior in employees, the effectiveness of the role of a leader is essential.

One of the other forming factors for OCB behavior is Perceived Organization Support. Rhoades and Eisenberger (2002) describe that perceived Organizational Support is an employee's general belief about the extent to which perceived Organizational Support is perceived. The support felt by employees is considered a certainty of the availability of assistance from the organization when the aid is needed to support the implementation of employee tasks to run effectively to deal with challenging situations (Rhoades and Eisenberger, 2002). Research by Sari et al. (2014) found that Perceived Organizational Support did not significantly affect OCB.

The next factor that influences OCB is job satisfaction. Job satisfaction as an emotional condition of individual organizational members is quite challenging to define because it is controlled from within and from outside one individual and another, even though they work in the same organization. However, Spector (1997) in Robbins (2006) says that the primary determinant of Organizational Citizenship Behavior (OCB) is job satisfaction. Satisfied employees are more likely to speak positively about the organization, help others, and perform at their jobs more than usual. In addition, research from Huda (2018) found that job satisfaction affects OCB.

Another variable that is closely related to OCB is organizational commitment. Porter in Sopiah (2008:155) defines organizational commitment as a sense of identification (belief incorporate values), involvement (willingness to try their best for the benefit of the organization, and loyalty (the desire to become a member of the organization concerned) expressed by an employee. Research from Rahayu (2017) says that organizational commitment significantly affects employee OCB.

Researchers found several phenomena that occurred within the scope of the Regional Secretariat of West Nusa Tenggara Province. First, employees often grumble or object when asked to help busy co-workers or have excess work. Employees do not take the initiative to provide solutions to solve existing problems. Employees use the resources owned by the organization unwisely. In addition, sometimes conflicts or disputes occur between colleagues who disagree, causing disharmony in the work environment. Then, employees also tend to raise objections, and even some people volunteer to move when circumstances are considered less than ideal and detrimental to them.

The researcher found that these behaviors were the presence of leadership factors that were not following the employees. In addition, it felt that there is a lack of organizational support for employees so that employee satisfaction decreases and organizational commitment is also low. Therefore, based on the research gap and existing phenomena, it is necessary to conduct more in-depth research on Civil Servants at the Regional Secretariat of West Nusa Tenggara related to OCB.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

Robbins and Judge (2015) argue that Organizational Citizenship Behavior (OCB) is a behavior of freedom of choice that is not part of the formal job requirements of workers but contributes to the psychological and social environment of the workplace. Meanwhile, Erhart (in Kurniawan, 2015) defines Organizational Citizenship Behavior as behavior that enhances the value and maintenance of a social psychological environment that supports work results.

Some of the definitions above conclude that Organizational Citizenship Behavior (OCB) is a voluntary behavior without being ordered to do work that is not a requirement of formal employment.

Leadership

Leadership is "the process of influencing others to understand and agree with what needs to do and how to do it effectively, as well as the process of facilitating individual and collective efforts to achieve common goals (Yukl, 2007).

Rauch and Behling in Yukl (2007) argue that leadership is "the process of influencing the activities of an organized group to achieve goals." Stoner, Freeman, and Gilbert Jr. in Brantas (2006) formulate the definition of leadership as "the process of directing and influencing activities related to the work of members of the group."

Some of the definitions above conclude that leadership is a person's ability to influence and direct others in an organization to achieve organizational goals.

Organizational Support Perception

Robbins and Judge (2015) said that perceived organizational support is "the degree to which employees believe that the organization values its contribution and cares about their well-being." Likewise, Eder and Eisenberger (Wang, 2014) said that Perceived Organizational Support is the general belief of employees about the extent to which the organization cares and appreciates their contribution to the organization.

Based on the opinions above, Perceived Organizational Support is a positive attitude of employees regarding the extent to which the organization appreciates its contribution and cares about the welfare of employees.

Job Satisfaction

Several experts have defined job satisfaction itself, including Robbins and Judge (2015) "job satisfaction is a positive feeling about one's work which is the result of evaluating its characteristics." Robbins in Wibowo (2011) also describes job satisfaction as a general attitude towards a person's work, which shows the difference between the number of awards and the amount they believe they should receive.

Organizational Commitment

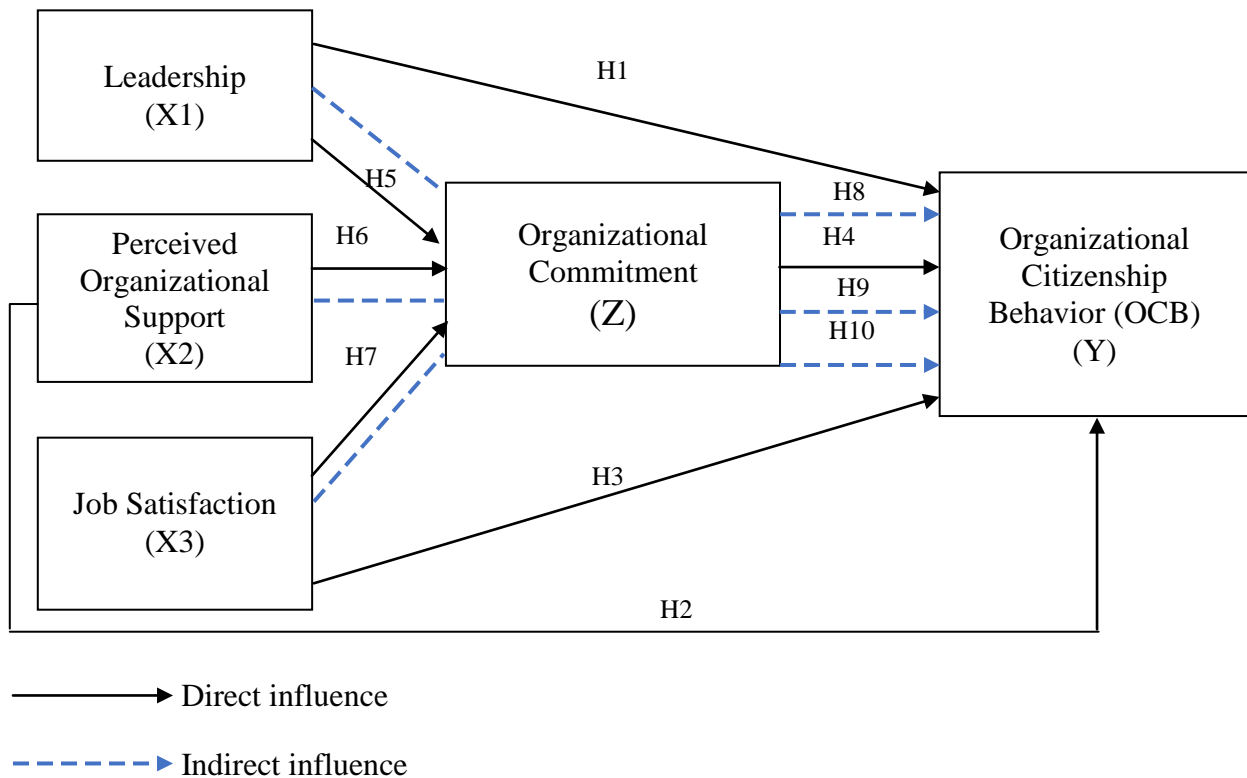
Several expert opinions have put forward the definition of organizational commitment, among others, Luthans (2006) Organizational commitment is a strong desire to remain as a member

of the organization, the willingness to strive following the wishes of the organization, certain beliefs, and acceptance of organizational values and goals. Commitment is also how an employee identifies the organization, its goals and expectations to remain a member" (Robbins and Judge, 2015)

Based on the above definition, organizational commitment is a person's attitude that includes pride, loyalty, and willingness of members to be in the organization.

Research Conceptual Framework

Figure 2.1 Conceptual Framework



Based on the conceptual framework, the hypothesis of this research are:

- H1: The better leadership, the higher Organizational Citizenship Behavior (OCB).
- H2: The better perceived organizational support, the higher OCB.
- H3: The better job satisfaction felt by employees, the higher OCB.
- H4: The higher organizational commitment, the higher OCB to the organization.
- H5: The better Leadership, the higher employee's commitment to the organization.
- H6: The better perceived organizational support, the higher the employee's commitment to the organization.
- H7: The better job satisfaction employees feel, the higher the employee's commitment to the organization.
- H8: The higher employee's commitment, the better influence of leadership on employee OCB.
- H9: The higher employee's commitment, the better influence of perceived organizational support on OCB
- H10: The higher employee's commitment, the better influence of employee's job satisfaction on OCB.

METHODS

This research was carried out at the Regional Secretariat of the Province of West Nusa Tenggara, with the research subject being Civil Servants. A total of 117 people were determined using the Proportionate Stratified Random Sampling technique. In this study, PLS-SEM analysis was used with the help of the Smart-PLS program. PLS-SEM is a nonparametric statistical method. The PLS-SEM model has two sub-models: the structural equation model, which determines the relationship between the independent and dependent latent variables, and the measurement equation model, which determines the relationship between latent variables and observed indicators (manifest variable).

RESULTS

Determination (R^2)

The value of R Square describes how much the independent variable's ability to explain the dependent variable is. The following is in the table below:

Table 1. Determination (R Square)

No.	Variable	R Square
1.	Organizational Citizenship Behavior	0.485
2.	Organizational Commitment	0.451

R Square is to find out how enormous the contribution of the influence of the independent variable to the dependent variable is. In this study, the dependent variable is OCB which is influenced by the independent variable (Perception of Organizational Justice and Job Satisfaction). It can contribute 48.5 %, and the remaining 51.5% is influenced by other variables not examined in this study. While the variable Z, namely organizational commitment, has an R square of 45.1%, which means 45.1% of the influence contribution given by the X variable (Leadership, Perceived Organizational Support and Job Satisfaction) on organizational commitment, and the remaining 54.9% is influenced by other variables. which were not researched.

Path Coefficient Estimation

The t-statistic value between the independent variables to the dependent variable can assess the significance of the model in predicting structural model testing. It can see below:

Table 2. Path Coefficients Results

Influence Between Variables	Coefficient	T-Statistics	P-Values	Conclusion
Leadership -> OCB	0.066	0.528	0.598	No Sig
Leadership -> Organizational Commitment	0.217	2.021	0.044	Sig
Perceived Organizational Support -> OCB	0.264	2.248	0.025	Sig
Perceived Organizational Support -> Organizational Commitment	0.322	2.546	0.011	Sig
Job Satisfaction -> OCB	0.353	2.260	0.024	Sig
Job Satisfaction -> Organizational Commitment	0.522	3.822	0.000	Sig
Organizational Commitment -> OCB	0.205	1.977	0.049	Sig
Leadership -> Organizational Commitment -> OCB	0.270	2.230	0.026	Sig
Perceived Organizational Support -> Organizational Commitment -> OCB	0.653	5.643	0.000	Sig
Job Satisfaction -> Organizational Commitment -> OCB	0.482	4.253	0.000	Sig

Based on table 2, it can see that:

1. Leadership path coefficient to OCB Behavior of 0.528 with a weight significance value of < 1.96 , meaning that it has no effect because the t statistic value is less than the weight significance value. P-value $0.598 > 0.05$ means it is not significant. So it concludes that leadership has no significant effect on OCB.
2. Leadership path coefficient to organizational Commitment of 2.021 with a weight significance value of > 1.96 , meaning that it has an effect because the t statistic value is more than the weight significance value. P-value $0.044 < 0.05$ means significant. While the original sample value is positive or 0.217, which means it has a positive direction, which means the same direction. So it concludes that leadership has a significant effect on organizational commitment.
3. Path coefficient Perceived Organizational Support to OCB Behavior of 2.248 with a weight significance value of > 1.96 , meaning that it has an effect because the t statistic value is more than the weight significance value. P-value $0.025 < 0.05$ means significant. While the original sample value is positive or 0.264, which means it has a positive direction which means the same direction. So it concludes that Perceived Organizational Support has a significant effect on OCB.
4. Path coefficient Perceived Organizational Support to organizational Commitment of 2.546 with a weight significance value of > 1.96 , meaning that it has an effect because the t statistic value is more than the weight significance value. P-value $0.011 < 0.05$ means significant. While the original sample value is positive or 0.322, which means it has a positive direction which means the same direction. So it concludes that Perceived Organizational Support has a significant effect on organizational commitment.
5. Path coefficient Job satisfaction to OCB of 2.260 with a weight significance value of > 1.96 , meaning that it has an effect because the t statistic value is more than the weight significance value. P-value $0.024 < 0.05$ means significant. While the original value of the sample is positive or 0.353, which means it has a positive direction, which means it is in the same direction. So it concludes that job satisfaction has a significant effect on OCB of employees in the Regional Secretariat of West Nusa Tenggara.
6. Path coefficient Job satisfaction to the organizational commitment of 3.822 with a weight significance value of > 1.96 , meaning that it has an effect because the t statistic value is more than the weight significance value. P-value $0.000 < 0.05$ means significant. While the original sample value is positive or 0.522, which means it has a positive direction which means the same direction. So it concludes that the job satisfaction felt by employees has a significant effect on the high employee commitment at Regional Secretariat of West Nusa Tenggara.
7. Path coefficient Organizational commitment to OCB behavior of 1.977 with a weight significance value of > 1.96 , meaning that it has an effect because the t statistic value is more than the weight significance value. P-value $0.049 < 0.05$ means significant. While the original sample value is positive or 0.205, which means it has a positive direction which means the same direction. So it concludes that organizational commitment has a significant effect on OCB at Regional Secretariat of West Nusa Tenggara.
8. Leadership path coefficient to OCB behavior through the organizational commitment of 2.230 with a weight significance value of > 1.96 , meaning that it has an effect because the t statistic value is more than the weight significance value. P-value $0.026 < 0.05$ means significant. So it concludes that leadership has a significant effect on OCB behavior employees through organizational commitment at Regional Secretariat of West Nusa Tenggara.
9. Organizational support perception path coefficient to OCB behavior through the organizational commitment of 5.643 with a weight significance value of > 1.96 , meaning that it is influential because the value of the t statistic is more than the value of the weight significance. P-value $0.000 < 0.05$ means significant. So it concludes that the Perceived Organizational Support has a significant effect on OCB through organizational commitment at Regional Secretariat of West Nusa Tenggara.

10. Path coefficient of job satisfaction to OCB behavior through the organizational commitment of 4.253 with a weight significance value of > 1.96 , meaning that it has an effect because the t statistic is more than the weight significance value. P-value $0.000 < 0.05$ means significant. So it concludes that job satisfaction significantly affects OCB behavior employees through organizational commitment at Regional Secretariat of West Nusa Tenggara.

DISCUSSION

The Effect of Leadership on Organizational Citizenship Behavior (OCB)

This study proves that the leadership variable directly does not have a significant effect on the Organizational Citizenship Behavior (OCB) of employees at the Regional Secretariat of West Nusa Tenggara. In this study, the leadership was studied in the form of nature and characteristics leadership of the Regional Secretariat of West Nusa Tenggara. They were guiding, communicative, affiliative, and leadership traits in terms of visionary and democratic. Therefore, the nature and characteristics of the leadership in question do not directly affect the OCB of civil servants at the Regional Secretariat of West Nusa Tenggara.

The results of this study follow the research of Adnan et al. (2020), Sari et al. (2021), and Putra (2021), showing that leadership has no significant effect on Organizational Citizenship Behavior (OCB).

The Influence of Perceived Organizational Support on OCB

This study indicates that Perceived Organizational Support has a significant positive effect on Organizational Citizenship Behavior (OCB). Therefore, the influence of the variable Perceived Organizational Support on OCB behavior is beneficial for the organization (Regional Secretariat of West Nusa Tenggara) in achieving the effectiveness of organizational goals.

The results of the study are supported by Pangestuti's research (2018), Hayati (2020), Hidayat and Muhdiyanto (2021); Handayani and Muslims (2021); Apriyana et al. (2021) shows that Perceived Organizational Support has a significant effect on OCB behavior.

The Effect of Job Satisfaction on OCB

This study proves that Job Satisfaction (X3) has a significant positive effect on Organizational Citizenship Behavior (OCB). Furthermore, employee job satisfaction shown or felt in the results of this study received a high average category. It means that employee satisfaction at work and the work environment within the Regional Secretariat of the West Nusa Tenggara Province is very high (satisfied).

The results of this study are supported by research conducted by Nurcahyo (2012); Dewi and Suwandana (2016); Pangestuti (2018); Sengkey and Yuliana (2018); Charmiati and Surya (2019); Adnan et al. (2020); Wicaksono and Gazali, (2021); Nugroho and Suartina (2021); Primary and Wibowo (2021); shows that job satisfaction has a significant effect on OCB behavior.

The Effect of Organizational Commitment on OCB

This study proves that organizational commitment has a significant positive effect on the Organizational Citizenship Behavior (OCB) of civil servants at the Regional Secretariat of West Nusa Tenggara. The results of descriptive research show that employees' commitment to the organization is very high. Besides that, it can be seen from employees' tenure where almost most employees have a term of more than five years. Therefore, It means that employee commitment is firm towards the organization and affects the OCB behavior of employees.

The results of this study are supported by the research of Dewi and Suwandana (2016); Sedarmayanti and Kuswanto (2015); Charmiati and Surya (2019); Adnan et al. (2020);

Halimsetiono and Santosa (2021); Baihaqi and Saifudin (2021); shows that organizational commitment has a significant effect on OCB behavior.

The Effect of Leadership on Organizational Commitment

The study results prove that leadership has a significant positive effect on employee organizational commitment within the scope of the Regional Secretariat of West Nusa Tenggara. The characteristics of leadership exist within the Regional Secretariat of West Nusa Tenggara's area, namely superiors have a consistent personality between attitudes and behavior, superiors foster good relationships with subordinates, leaders are respectful, listen to complaints, share information, and acknowledge strengths of employees, supervisors are warm and build mutual trust with employees. The characteristics of good leadership can emotionally increase employee commitment to the organization. Namely, employees feel part of the family in this organization.

The results of this study are supported by Purnomo's research (2018), Kurnia and Nugroho (2019), Husnah et al. (2021), which shows that leadership has a significant effect on employee organizational commitment.

The Influence of Perceived Organizational Support on Organizational Commitment

The study results prove that Perceived Organizational Support has a significant positive effect on employee organizational commitment within the scope of the Regional Secretariat of West Nusa Tenggara. The influence of employee Perceived Organizational Support has been excellent in descriptive research results, namely in good categories and positive Perceived Organizational Support can affect the level of commitment of employees in the Regional Secretariat of West Nusa Tenggara, such as the perception of obtaining a fair assessment of contributions to work. The organization provides training to employees to make it easier to complete tasks, superiors provide clear directions when there are tasks to be completed. In this case, it can affect the level of employee commitment to the organization,

The results of this study are supported by research by Santoso and Mangundjaya (2018), Hidayat and Muhdiyanto (2021), Musafir (2021) shows that Perceived Organizational Support has a significant effect on employee organizational commitment.

The Effect of Job Satisfaction on Organizational Commitment

The study results prove that job satisfaction has a significant positive effect on employee organizational commitment within the scope of the Regional Secretariat of the Province of West Nusa Tenggara. Job satisfaction felt by employees is that they like the work they do. Working within the Regional Secretariat of West Nusa Tenggara provides an opportunity to be able to develop their abilities, feel satisfied because every employee has the same opportunity in career advancement, feels comfortable working here because of the many options to advance or establish a career, given the chance to provide opinions/input by superiors. In this case, it influences the level of commitment of employees, such as a high desire to spend the rest of the career in this organization,

The results of this study are supported by the research of Musafir (2021), Priscilla and Le (2021), Heriyanti and Zayanti (2021), Sari et al. (2021), showed that job satisfaction has a significant effect on organizational commitment.

The Effect of Leadership on OCB through Organizational Commitment

Leadership has a significant effect on Organizational Citizenship Behavior (OCB) through an organizational commitment within the scope of the Regional Secretariat of the Province of West Nusa Tenggara. The results of the descriptive research show that there is a very high form of employee commitment to the organization, this is formed by a period of service that demonstrates

adherence to the organization both in attitude and behavior, namely in the form of affective commitment, ongoing commitment, and normative commitment.

The study results are supported by Soejoko et al. (2021) research, which shows that leadership has a significant effect through an organizational commitment to OCB behavior.

The Influence of Perceived Organizational Support on OCB through Organizational Commitment

The study results prove that Perceived Organizational Support has a significant effect on Organizational Citizenship Behavior (OCB) through employee organizational commitment within the scope of the Regional Secretariat of West Nusa Tenggara. The results of the descriptive research show that there is a very high form of employee commitment to the organization, this is formed by a period of service that demonstrates adherence to the organization both in attitude and behavior, namely in the form of affective commitment, ongoing commitment, and normative commitment. With the existence of high employee commitment to the organization, employees at the Regional Secretariat of West Nusa Tenggara perceive a positive attitude towards organizational support that increases the OCB behavior of civil servants within the Regional Secretariat of West Nusa Tenggara.

The results of the study are supported by research by Azhar et al. (2019), Wibowo (2019); Hidayat and Muhdiyanto (2021); which shows that Perceived Organizational Support has a significant effect through an organizational commitment to OCB behavior.

The Effect of Job Satisfaction on OCB through Organizational Commitment

The study results prove that job satisfaction has a significant effect on Organizational Citizenship Behavior (OCB) through employee organizational commitment within the scope of the Regional Secretariat of West Nusa Tenggara. The results of the descriptive research show that there is a very high form of employee commitment to the organization, this is formed by a period of service that demonstrates adherence to the organization both in attitude and behavior, namely in the form of affective commitment, ongoing commitment, and normative commitment. Therefore, with a high employee commitment to the organization, it can strengthen employee job satisfaction towards the high OCB behavior of employees in the Regional Secretariat of West Nusa Tenggara.

The study results are supported by Dewi and Suwandana (2016); Huda (2018), which show that job satisfaction has a significant effect through an organizational commitment to OCB behavior.

CONCLUSION

Leadership directly has no significant effect on Organizational Citizenship Behavior (OCB). Perceived Organizational Support has a significant positive effect on Organizational Citizenship Behavior (OCB). Job Satisfaction has a significant positive effect on Organizational Citizenship Behavior (OCB). Organizational commitment has a significant positive effect on Organizational Citizenship Behavior (OCB). Leadership has a significant positive effect on organizational commitment. Perceived Organizational Support has a significant positive effect on organizational commitment. Job Satisfaction has a significant positive effect on organizational commitment. Leadership has a significant effect on Organizational Citizenship Behavior (OCB) through organizational commitment. Perceived Organizational Support has a significant effect on Organizational Citizenship Behavior (OCB) through organizational commitment. Job satisfaction significantly affects organizational citizenship behavior (OCB) through organizational commitment.

RECOMMENDATION

1. The superiors must have a consistent nature between their attitudes and behavior
2. Employees have not yet fully received a fair assessment of their contributions to work, so assessment activities must be more objective in the future.
3. It is necessary to carry out recreational programs held by organizations that positively benefit employee morale.
4. Employees need direction to contribute a lot to the organization to achieve organizational goals becomes more effortless.

MANAGERIAL IMPLICATIONS

This study found that leadership does not directly affect OCB behavior, where further research can review both variables and indicators adapted to conditions and circumstances relevant to OCB behavior variables so that they can influence significantly. In the future research, it is possible to add samples with varied criteria, not only for civil servants but also for contract employees, by looking at the service period. In this case, it will provide a descriptive description of employees' commitment within the scope of the research.

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