The International Journal of Social Sciences World
TIJOSSW is Available Online at:
https://www.growingscholar.org/journal/index.php/TIJOSSW
Vol. 5 No. 2, July-December 2023, pages: 85~94
DOI: https://doi.org/10.5281/zenodo.8201553
ISSN **2690-5167**
Growingscholar Publisher

Leadership Style and Organizational Culture on Organizational Citizhensip Behavior by Mediating Work Motivation in Employees at PT "XYZ"

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Article history:
Received May 03, 2023; Accepted: June 29. 2023; Displayed Online: July 31, 2023; Published: December 30, 2023

Keywords

Citizenship Behavior;
Work Motivation;
Leadership Style;
Organizational Culture;

Abstract

The results showed that leadership style had a positive and significant effect on work motivation, leadership style had a positive and significant effect on OCB, organizational culture had no effect on OCB, work motivation had a positive and significant effect on OCB, leadership style had an effect on OCB which was mediated by work motivation. Work motivation can mediate the effect of leadership style on OCB, a good organizational culture will increase employee motivation, which can improve employee performance. Leadership style influences OCB, which is mediated by work motivation. Work motivation can mediate the effect of leadership style on OCB, a good organizational culture will increase employee motivation, which can improve employee performance. Leadership style influences OCB, which is mediated by work motivation. Work motivation can mediate the effect of leadership style on OCB, a good organizational culture will increase employee motivation, which can improve employee performance.

1. Introduction

The growth and development of an organization is often determined by the good or bad management of its human resources. Human resources are a central factor that plays a role in processing inputs into outputs produced by the organization. Human resources are still in the spotlight for organizations in the organization's efforts to survive in increasingly competitive competition. One of the main focuses of managers in improving organizational effectiveness is the

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behavior of human resources at work. Human resources as one of the main elements of the organization is very important because the human resource factor plays a very important role in the organization's efforts to achieve its goals. Human resources not only help the organization in achieving its goals but also help determine goals that can be achieved with the resources owned by the company. Human resource management is necessary if an organization wants to develop and compete with other organizations.

A successful organization requires employees who will do work beyond the tasks they are used to doing, or in other words. These employees will provide organizational citizenship behavior (OCB) that exceeds what the organization expects. The manifestations of this behavior include: helping colleagues in their team, voluntarily or without coercion, doing extra work, avoiding conflicts that don't need to be debated, providing support or organizational culture to other colleagues when experiencing difficulties, and occasionally tolerating work that can be a burden, distraction and troublesome. Organizations want and need employees who will do things not in their job descriptions.

The history of OCB began in 1977 when Dennis Organ intended to make a study to answer his curiosity. At that time, many researchers believed that job satisfaction affects productivity. It turns out that there are not many empirical findings that can support this belief. In his study, Organ tries to explain and defend this popular view by distinguishing between quantitative and qualitative productivity measurements, which are often not reflected in the productivity of each worker. Qualitative measurements can be in the form of behavior such as: helping co-workers, following the spirit and regulations in the work environment, and accommodating changes that managers often make to improve company performance (Dennis W Organ et al., 2005).

Early thinking about OCB was influenced by theory and research on pro-social behavior in the field of social psychology (Organ, Podsakoff, and MacKenzie, 2006:4). In the field of psychology, OCB dimensions such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue are often studied separately.

In 1983, Dennis Organ's thinking was raised again by Tom Bateman and Ann Smith in their dissertation research to reveal and deepen Organ's thinking in 1977. Another study by Bateman (Bateman & Organ, 1983, p. 34) was conducted to determine the impact of excess work (job overload) on attitudes and behavior. The researchers measured job overload, personal attitudes, behaviors, and attitudes of a group of non-academic workers at Indiana University over two different periods, about six and eight weeks, respectively. This study's design allows for conclusions about the direction of influence and whether excess work affects workers' attitudes and behavior or vice versa(Dennis W Organ et al., 2005).

Changes that occur in current human resource assets are due to the emergence of technology and globalization, which greatly affect today's organizations, so organizations are starting to pay attention to the development of behaviors exhibited by employees as a means to achieve a competitive advantage, such as Organizational Citizenship Behavior (OCB).(Ocampo et al., 2018). Good performance requires employees to behave as expected by the company. The behavior expected by the company today is not only in-role behavior but also extra-role, namely the contribution of an extra role to complete the company's work. This extra-role behavior is also known as Organizational Citizenship Behavior (OCB). As for an OCB phenomenon that occurs at the Ministry of Religion in the city of Bandung, some employees at Islamic Community Guidance (Bimas Islam) do not practice Organizational Citizenship Behavior (OCB) behavior, some do their jobs seriously without thinking about other people, and some are relaxed. -Relax, not thinking about the time limit that has been set (Bustomi et al., 2020).

It can be concluded from the phenomenon that occurred at the Ministry of Religion in the city of Bandung that employees do not practice Organizational Citizenship Behavior (OCB), some do their jobs seriously without thinking about other people, and some don't think about the time limit that has

been set. This shows that the behavior of helping co-workers is very important to create comfort at work. Organizational citizenship behavior is also reflected when employees get more and more complex work than usual, employees from other departments participate in helping complete tasks, but of course, not all of these things are done with pleasure; some employees complain or choose not to help because felt it was not his duty and responsibility. The variables related to organizational citizenship behavior from some literature. In the opinion of Niko Pasla (2021), variables that influence organizational citizenship behavior are job satisfaction, organizational commitment, employee morale, motivation, leadership style, and organizational culture that affect organizational citizenship behavior. In addition, based on Priyandini's research (2020), the variables that influence organizational citizenship behavior are organizational commitment, work environment, and motivation. From Jufrizen's research (2023), variables that influence organizational citizenship behavior are organizational climate, motivation, and performance. Besides, Solton (2021) states that contract psychology, personality type, and emotional intelligence can affect organizational citizenship behavior.

Based on several previous studies, researchers used leadership style, organizational culture, and work motivation variables. The selection of these three variables was based on the results of the initial survey conducted by the researcher. The initial survey results stated that many employees still lack initiative at work, and some employees often complain about company policies and work. Besides that, some employees feel uncomfortable working for the company and lack motivation from the leadership. Thus, these three variables are strongly suspected of influencing organizational citizenship behavior.

According to Organ et al. (Titisari, 2014), OCB increase is influenced by two factors, namely internal factors such as job satisfaction, organizational commitment, personality, employee morale, and motivation, as well as external factors which include leadership style, trust in leaders, and organizational culture.

The first external factor I will examine in this thesis is organizational culture. Organizational culture, as one of the factors that influence OCB, is defined as a system of values that is believed by all members of the organization and which is learned, applied, and developed on an ongoing basis, serves as an adhesive and becomes a reference for behavior in the organization to achieve the goals of the company that have been set. Organizational culture in each company is different because it can affect the behavior of members of the organization. A phenomenon regarding organizational culture variables that occur in PT. Citra Buana Prakarsa, located in Batu Ampar, Harbourbay Area, is a company constructing industrial malls and warehouses. Besides that, (Darmawan, 2022). It can be concluded from this phenomenon that the way employees work is determined by the success of the organizational culture of the institution or institution they have. Managing an organization is no longer only determined by the success of organizational principles such as planning, organizing, actuating, and controlling. However, other factors further determine the success of the agency/organization in achieving its goals.

Another external factor that influences OCB in this study is leadership style. Leadership style is a superior's ability to influence others' activities through communication, both individually and in groups, towards achieving goals.

The development of an institution depends on its leader. If the agency is led properly and correctly, then the agency will develop rapidly, and vice versa. If the company is led poorly, then the company will not develop properly either, so the figure of a leader is very influential. As a leader, the style or way of leading must be considered because the style of leadership can be an example for other employees. A leader's style can have a positive or negative impact on the performance of the

employees he leads because leadership is a creative moral force that can influence members to change attitudes so that they can work according to the wishes of the leadership.

A phenomenon regarding the variable of leadership style that occurs in the Office of Industry and Trade is a government agency as an organizer as the authority of the provincial government and the task of decentralization, especially in the field of industry and trade. The Office of Industry and Trade is headed by a Head of Service who assists the Governor in carrying out anatomy, deconcentration, and assistant duties in the field of industry and trade. The Department of Industry and Trade has several obstacles that become a problem, namely the lack of concern for leaders towards their subordinates and the low performance of each employee, which can be seen from the unsatisfactory work results of employees, which can be seen from the frequent delays in their work. This resulted in the Provsu Industry and Trade Office employees decreasing and not meeting the company's expectations. As a result of the leader's indecisiveness in dealing with subordinate problems, more and more work is not completed on time, and often delays work so that unfinished work piles up (LUBIS, 2022). It can be concluded from this phenomenon that the problem with leadership style is the lack of direction from the leader towards subordinates so that the employee's work does not match what the company needs.

A phenomenon regarding work motivation variables that occurs in one of the companies that prioritizes work productivity is PT Kimia Farma Tbk Bengkulu branch. PT Kimia Farma is one of the first and leading BUMN (State Owned Enterprises) companies in the pharmaceutical sector in Indonesia. Kimia Farma is a pharmaceutical industry company in Indonesia that was founded by the Dutch East Indies Government in 1817. Based on the results of initial observations of several employees at PT. Kimia Farma is about the leadership style and motivation of PT. Kimia Farma said there are still some quality of work results and quantity of work that are still experiencing problems due to the lack of motivation given by the leadership to their employees. Judging from the lack of efforts to increase employee performance motivation by company leaders. The quality of work results is the level of one's self-ability in carrying out a given task or job following abilities and responsibilities, while the quantity of work is how long an employee works in one day. The quantity of this work can be seen from the work speed of each of these employees (Febrian & Ekowati, 2023).

It can be concluded from this phenomenon the problem of leadership style, and motivation is not easy because companies must have guidelines on how to determine leadership style and motivation, not only in applying it, but there are many other factors to consider. After the employee is motivated by the leader, the company expects that the employee will be motivated to work well and achieve productivity in the field of work undertaken. Furthermore, to find out more overall about the problems in each variable, the following is the researcher making the total average calculation.

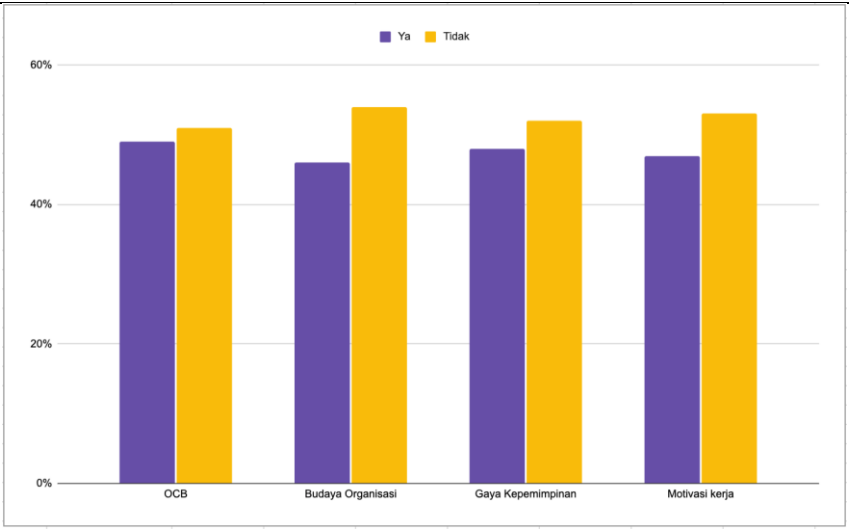


Figure 1.
Pre-Survey Results

It can be concluded in Diagram 1 that four variables are the initial problems of the research because they have low values, namely, Organizational Citizenship Behavior, Organizational Culture, Leadership Style, and Work Motivation. In addition to the problems above, the results of previous research conducted by Ahmadi Bi Rahmani(2022) state that organizational culture variables positively and significantly affect Organizational Citizenship Behavior (OCB) at UPT Puskesmas Teladan Medan. Organizational culture in a company can be successful if employees are comfortable in the company. The feeling of comfort that arises will affect the work performed by employees. In addition, the leadership style variable positively and significantly affects Organizational Citizenship Behavior (OCB) at UPT Puskesmas Teladan Medan. Leadership style has a significant effect on Organizational Citizenship Behavior (OCB). Leadership style can improve Organizational Citizenship Behavior (OCB) behavior in employees.

Amber research results et al. (2023) leadership positively and significantly influences work motivation with a parameter coefficient value of 0.411 and a significance of 0.000. This influence occurs because, among other things, employees with a working period of 10-15 years have a fairly large portion of 44.2%, so they better understand how good leadership forms. And also, the variable work motivation has a positive and significant effect on OCB, with a parameter coefficient value of 0.515 and a significance of 0.000. This shows that personnel who have good work motivation will have better OCB.

Furthermore, the results of Ibrahim & Aslinda's research(2015) show that there is a positive influence of motivation on OCB, both intrinsic and extrinsic motivation. Likewise, the results of research by Subudi et al. (2017) found a positive and significant effect of motivation on OCB. The relevant research results above show different results and vary in terms of the high or low magnitude of research results and the influence of the independent and dependent variables. So that this difference can be called a research gap. From the several internal and external factors that influence Organizational Citizenship Behavior above, as well as the results of relevant previous studies.

2. Materials and Methods

This research method was carried out using a quantitative method, which is a method in which exposure and data collection use statistical numbers (Sugiyono, 2016). The type of research used is associative research, which looks for relationships between one variable and another, namely symmetrical, causal, and interactive (Sedarmayanti & Hidayat, 2018). Data collection in this study was carried out by distributing questionnaires. The questionnaire is a list of written questions formulated previously where respondents will record their answers (Sekaran&Bougie, 2017). Statements in the questionnaire were measured using a Likert scale. ScaleLikert measures attitudes, opinions, and perceptions of a person or group of people about social phenomena (Sugiyono, 2017). This analysis describes or provides an overview of the object under study through sample or population data as it is without going through generally accepted conclusions (Sugiyono, 2016). Descriptive analysis in this study is divided into two parts, namely descriptive analysis of the characteristics of the respondents and descriptive analysis of the variables.

3. Results and Discussions

Research Hypothesis Testing Results

Based on the results of the analysis in this study, the results of testing the hypothesis were obtained as follows:

Table 1.
Summary of Hypothesis Testing Results

No	hypothesis	Analysis Results	Conclusion
1	Leadership style has a positive effect on work motivation	• P value 2 tails = *** • P Value 1 tail = *** • CR = 3.346 • Path Coef = 0.240	accepted
2	Organizational culture has a positive effect on work motivation	• P value 2 tails = *** • P value 1 tail = *** • CR = 4.530 • Path Coef = 0.324	accepted
3	Leadership style has a positive effect on OCB	• P value 2 tails = 0.002 • P-value 1 tail = 0.001 • CR = 3.164 • Path Coef = 0.236	accepted
4	Organizational culture has a positive effect on OCB	• P value 2 tails = 0.489 • P-value 1 tail = 0.245 • CR = 0.692 • PathCoef = 0.052	**Not accepted**
5	Work motivation has a positive effect on OCB	• P value 2 tails = *** • P value 1 tail = *** • CR = 3,860 • PathCoef = 0.279	accepted
6	Leadership style has a positive effect on OCB through work motivation	• P value 2 tail Soble Test = 0.0128	accepted

		• P value 1 tail Soble Test = 0.0064	
7	Organizational culture has a positive effect on OCB through work motivation.	• P value 2 tail Soble Test = 0.0128 • P value 1 tail Soble Test = 0.0064	accepted

Source: processed data (2023)

Discussion

Effect of Leadership Style on work motivation

Hypothesis 1 in this study is proven and it is concluded that leadership style has a positive effect on work motivation, indicated by a very significant p value (***) with a path coefficient of 0.240, this means that the better the superior's leadership style, the higher the employee's work motivation. The results of the descriptive analysis in this study indicate that overall the respondent's leadership style is good, but in terms of being able to motivate each employee, have a caring attitude, respect each other, create a comfortable work environment, distribute tasks fairly, always try to improve employee competence by giving good ideas, acting decisively to employees who commit violations and working together in solving problems and work to create a solid and harmonious work team still needs to be improved. Therefore to increase employee motivation, in terms of being able to motivate each employee, have a caring attitude, respect each other, create a comfortable work environment, fair division of tasks.

The influence of Organizational Culture on work motivation

Hypothesis 2 in this study is proven and concluded that organizational culture positively affects work motivation, indicated by a very significant p value (***) with a path coefficient of 0.324. This means that the better the organizational culture, the higher the employee's motivation. The results of the descriptive analysis in this study indicate that overall the organizational culture is good, but in terms of being able to create organizations that are creative and innovative, dare to take risks at work, do work in detail, precisely and carefully, work diligently, comply with applicable regulations and always trying to develop work skills still need to be improved. Therefore, it is possible to increase employee motivation by increasing the ability of the organization to form employees who are creative and innovative, dare to take risks at work, do work in detail, precisely and carefully, work diligently, comply with applicable regulations and always try to develop work skills still needs to be improved.

The influence of leadership style on OCB

Hypothesis 3 in this study is accepted, and it is concluded that (3) Style of leadership has a positive effect on OCB, indicated by a very significant p-value (0.002 with a path coefficient of 0.236, this means that the better the superior's leadership style, the higher the employee's OCB. The results of the descriptive analysis in this study indicate that overall the respondent's leadership style is good, but in terms of being able to motivate every employee, have a caring attitude, respect each other, create a comfortable work environment, fair division of tasks, always try to improve employee

competency by giving good ideas, act decisively against employees who commit violations and cooperate in solving problems and work so as to create a solid and harmonious work team still needs to be improved. Therefore in an effort to improve employee OCB, in terms of being able to motivate each employee, have a caring attitude, respect each other, create a comfortable work environment, fair division of tasks, always try to improve employee competency by giving good ideas, act decisively to employees those who commit violations and cooperate in solving problems and work to create a solid and harmonious work team still needs to be improved act decisively against employees who commit violations and work together in resolving problems and work to create a solid and harmonious work team still needs to be improved.act decisively against employees who commit violations and work together to resolve problems and work to create a solid and harmonious work team that still needs improvement.

The Influence of Organizational Culture on OCB

Hypothesis 4 in the study was not proven, and it was concluded that organizational culture did not affect OCB, indicated by a p-value of 0.489 > 0.05, with a path coefficient of 0.052. This directly means that good organizational culture cannot always form high employee OCB. The results of the descriptive analysis in this study indicate that overall the organizational culture is good, but in terms of being able to create organizations that are creative and innovative, dare to take risks at work, do work in detail, precisely and carefully, work diligently, comply with applicable regulations and always trying to develop skills in work still need to be improved. Therefore, it is possible to increase employee motivation by increasing the ability of the organization to form employees who are creative and innovative, dare to take risks at work, do work in detail, precisely and carefully, work diligently, comply with applicable regulations and always try to develop skills in work still needs to be improved. This might cause the existing organizational culture to be unable to form high employee OCB. Need to improve in these matters so that organizational culture can form high OCB.

Effect of work motivation on OCB

Hypothesis 5 in this study is proven, and it is concluded that work motivation positively affects OCB, indicated by a very significant p-value (***) with a path coefficient of 0.279. This means that the higher the employee's work motivation, the higher the employee's OCB. The results of the descriptive analysis show that overall the respondent's work motivation is good, but in terms of being able to motivate, provide health insurance for employees, appropriate salary, have pleasant co-workers, a comfortable work environment, and get a pension program at work still needs to be improved. Therefore, in an effort to form high OCB, it is necessary to improve these things in the future.

The influence of leadership style on OCB through work motivation

Hypothesis 6 in this study is proven. The results of this study indicate that work motivation can fully mediate the influence of leadership style on OCB, indicated by a double test significance of 0.0128 <0.05. This means that the better the superior's leadership style, the higher the employee's work motivation, which in turn can increase OCB. The results of the descriptive analysis in this study indicate that overall the respondent's leadership style is good, but in terms of being able to motivate each employee, have a caring attitude, respect each other, create a comfortable work environment, distribute tasks fairly, always try to improve employee competence by giving good ideas, acting decisively to employees who commit violations and working together in solving problems and work to create a solid and harmonious work team still needs to be improved. Therefore, to increase

employee motivation which can further increase employee OCB, in terms of being able to motivate each employee, have a caring attitude, respect each other, create a comfortable work environment.

The influence of organizational culture on OCB through Work motivation

Hypothesis 7 in this study is proven. The results of this study indicate that work motivation can partially mediate the effect of leadership style on OCB, indicated by the test significance of 0.0028 <0.05. This means that the better the organizational culture, the higher the employee's work motivation, which can increase OCB.

The results of the descriptive analysis in this study indicate that overall the organizational culture is good, but in terms of being able to create organizations that are creative and innovative, dare to take risks at work, do work in detail, precisely and carefully, work diligently, comply with applicable regulations and always trying to develop work skills still need to be improved. Therefore, it is possible to increase employee motivation by increasing the ability of the organization to form employees who are creative and innovative, dare to take risks at work, do work in detail, precisely and carefully, work diligently, comply with applicable regulations and always try to develop work skills still needs to be improved.

4. Conclusion

Based on the formulation of the back of the problem, which is the aim of the research, then a research allegation is excluded, and the researcher concludes the results of testing a hypothesis, namely as follows:

1. Leadership style has a positive and significant effect on work motivation. The better the superior's leadership style, the higher the employee's work motivation
2. Organizational culture has a positive and significant effect on work motivation. The better the organizational culture, the higher the employee motivation.
3. Leadership style has a positive and significant effect on OCB. The better the superior's leadership style, the higher the employee's OCB
4. Organizational culture has no effect on OCB. A good organizational culture does not always create high employee OCB.
5. Work motivation has a positive and significant effect on OCB. This means that the higher the employee's work motivation, the higher the employee's OCB
6. Leadership style influences OCB, which is mediated by work motivation. The higher the leadership style, the higher the employee's work motivation which will further improve employee performance
7. Work motivation can mediate the effect of leadership style on OCB, a good organizational culture will increase employee motivation, which can improve employee performance.

Acknowledgments

The authors would like to thank the publisher and the reviewers who have been involved in the manuscript-processes-publication.

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