

Influence of Leadership Style and Organizational Culture Towards Organizational Citizenship Behavior Through Job Satisfaction As An Intervening Variable

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Abstract

The purpose of this investigation is to determine the influence of Organisational Culture and Leadership Style on OCB, with job satisfaction serving as an intervening variable. The data collection procedure utilises a purposive sampling type with a non-probability sampling technique, and this research employs a quantitative-associative approach. The Directorate General of Customs and Excise employs a Google Forms questionnaire to distribute data to its personnel. The software Smart-PLS is employed to evaluate the reliability of PLS-SEM-based models. The results of the Structural Equation Modelling (SEM) analysis and hypothesis testing conducted in this study were used to derive conclusions. Organisational Culture and Leadership Style have a beneficial effect on OCB and Job Satisfaction, as evidenced by the results of the investigations that have been conducted. Additionally, Leadership Style has a substantial indirect impact on Job Satisfaction, which in turn affects OCB. As an outcome of organisational culture, job satisfaction has an insignificant indirect effect on OCB.

Keywords: Job Satisfaction, Leadership Style, and Organizational Culture, and Organizational Citizenship Behavior.

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1. Introduction

The role of human resource management in an organisation is crucial and essential, as the successful management of human resources will enable the organisation to attain its objectives. The abilities and expertise that each individual possesses are referred to as human resources. Human resources are the primary factor in determining the success of an individual and their organisation. There are numerous methods by which employees can contribute to the organisation or company in which they are present. Organisational Citizenship Behaviour (OCB) is one of the positive responsibilities that members of the organisation fulfil.

Organisational citizenship behaviour is an individual's conduct that is not directly correlated with organisational rewards and is intended to promote organisational efficacy (Alhashedi et al., 2021). OCB is defined as discretionary individual behaviour that indirectly and explicitly receives rewards from a formal reward system and, in general, promotes the productivity of organisational functions (Rahman & Chowdhuri, 2018). OCB is defined as an individual's contribution to surpassing the demands of their job, as per Aldag and Resckhe (Aldag & Resckhe, 1997).

The author made initial observations to research at the Tangerang City Customs and Excise office, the author obtained data on the Service User Satisfaction Index at Tangerang Customs and Excise. The following is data that the author obtained based on publications from the Tangerang Customs and Excise office.

Based on the data on Figure 1, it can be seen that there was a decline in the Service User Satisfaction Index (IKPJ) in 2018. This can be seen from the decline in Organizational Citizenship Behavior at the Tangerang Customs and Excise office. A low level of OCB in a public service agency and industry will cause service user satisfaction to decrease, due to dissatisfaction in one department in the agency and the absence of backup from other departments.

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Low OCB will cause public service offices to get bad ratings among the public so that people are reluctant to receive services from these agencies. This will have a negative impact on public service agencies, because in reality, public service agencies are formed to provide services to the community, when the main reason is lost, there is a big possibility that the agency will close.

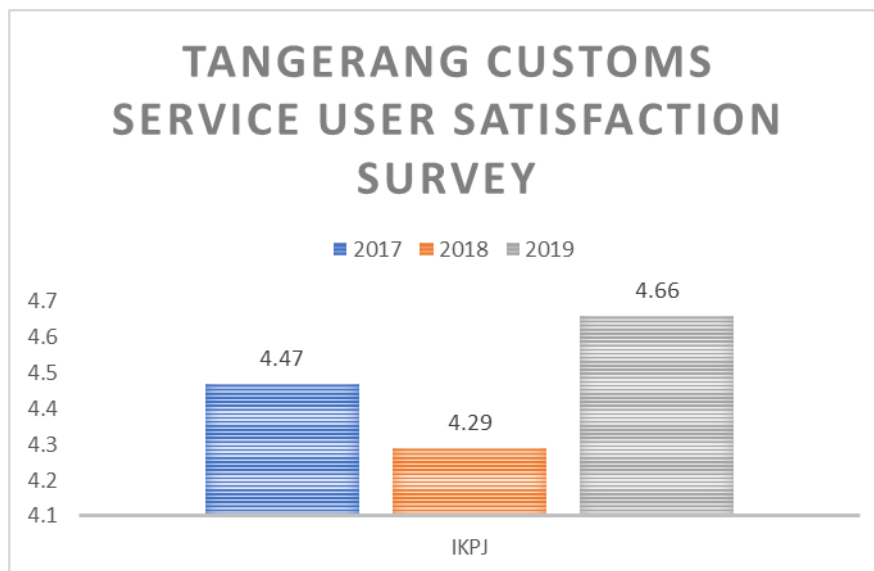


Figure 1. Tangerang Customs Service User Statistifaction Survey

OCB (Organisational Citizenship Behaviour) is the conduct of company employees that is designed to enhance the effectiveness of the company's performance while simultaneously considering the productivity objectives of individual employees (Hermawan et al., 2020). OCB behaviour is a contribution that is not part of the employee's responsibilities, but it provides benefits to the company in which the employee is employed. In other terms, organisational citizenship behaviour (OCB) is voluntary conduct that employees engage in to enhance organisational productivity. The company aspires to empower its employees to take positive actions, regardless of whether they are directly related to their designated responsibilities. Employees will experience advantages when they are capable of making constructive contributions. Organisational Citizenship Behaviour can be the result of a variety of factors within the organisation, such as employee job satisfaction, as per Robbin and Judge (Robbins et al., 2007).

Job satisfaction is an emotional condition that is either pleasurable or unpleasant for personnel who perceive their work (Yo & Supartha, 2019). It is possible to interpret job satisfaction as a sentiment that employees or members of an organisation experience, whether they are pleased or disheartened. The psychological benefits of employee job fulfilment are evident in their responses to the work they receive. Employees will experience a sense of pride and will be motivated to enhance their performance. Wahyuddin et al. suggest that there are several critical factors that contribute to increased job satisfaction. The first is work that offers opportunities to apply skills and receive feedback on their effectiveness. The second factor is the employee's working conditions, which include personal comfort and the ease of completing tasks. These factors are closely tied to the rules and standards established by the company, which are derived from the organisational culture within the organization (Wahyuddin et al., 2021).

Ertosun and Adiguzel define organisational culture as a set of norms that are shared by individuals within an organisation, including fundamental values, beliefs, attitudes, and behavioural patterns (Ertosun & Adiguzel, 2018). Ilies and Metz define organisational culture as a shared system of meaning that distinguishes the organisation from other organisations (Ilies & Metz, 2017). The establishment of an organisational culture that is rooted in the organization's vision and mission, having been established in order to achieve the organization's objectives. Employees must conform to the culture of the organisation in which they are situated, as each organisation has its own unique culture. Organisational culture serves as the foundation for employees' conduct and norms in pursuit of organisational objectives. The necessity of organisational culture as the foundation for the adoption and implementation of norms and values by employees in order to achieve company objectives.

Employee performance will be enhanced through the implementation of effective resource management. The company's performance will also be enhanced by the positive. In order to enhance the quality of the company, it is imperative for companies to establish a comfortable work environment and conditions that encourage all employees to contribute the highest quality of work possible. In this way, they can ensure that each employee is able to perform at their best. The company will experience profitability when its employees exhibit positive conduct, consistently demonstrate support for the organisation, maintain high moral standards, and adhere to all internal regulations and established procedures. Employment. Organisational Citizenship Behaviour (OCB) encompasses all behaviours that are individual choices and have the potential to enhance the organization's effectiveness. Rachman posits that effective employees are those who exhibit Organisational Citizenship Behaviour (OCB) in their work environment, thereby enhancing the organization's overall performance (Rachman, 2019).

2. Literature Review

2.1. Organizational Citizenship Behaviour

Organisational Citizenship Behaviour (OCB) encompasses a variety of behaviours, including the ability to assist others, volunteer for additional responsibilities, and adhere to workplace policies and procedures. These behaviours define the "added value of organisational subjects" and are a type of pro-social behaviour, which is social behaviour that is both positive and meaningful (Aldag & Reschke, 1997). Organisational Citizenship Behaviour (OCB) is defined by Organ (1997) as autonomous individual behaviour that is not directly or explicitly related to the reward system and has the potential to significantly enhance organisational effectiveness. Furthermore, Dyne, et al (1995) in (Titisari, 2014) and colleagues proposed the development of extra-role behaviour (ERB), which is defined as behaviour that benefits the organization/institution by exceeding the role's requirements and volunteering. Djati's research (2008:25) defines Organisational Citizenship Behaviour (OCB) as employee conduct that is not visible to both colleagues and the business, but which surpasses the company's standard behaviour and offers the company advantages.

Organ et al. (2006:10) in Titisari (2014:15) that increasing Organizational Citizenship Behavior (OCB) 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 leadership, and organizational culture.

2.1.1. Internal factors

2.1.1.1. Satisfaction Work

Lloor-Zambrano et al., stated that all dimensions of job satisfaction include work, co-workers, supervision, promotions, pay and overall collaborating positively with OCB (Lloor-Zambrano et al., 2021). Job satisfaction stems from work aspects, including wages, promotion opportunities, supervision and relationships with co-workers (A. Ali et al., 2018). Job satisfaction is the difference between what is expected and what is expected What Which accepted in in work. The belief that satisfied employees are more productive than dissatisfied employees is a basic principle for managers and leaders (Robbins et al., 2007). According to Robbins, there is still a lot of evidence that questions this causality, because in advanced societies they not only pay attention to the quality of life such as increasing productivity and material gains, but also its quality (Robbins et al., 2007).

2.1.1.2. Commitment Organization

Commitment organization is divided into 3 group that is (Singh & Gupta, 2015):

- 1) Affective commitment refers to the emotions attached to employees to identify and involve themselves with the organization. Employees with strong affective commitment tend to be continuously loyal to the organization because that is their desire they Which Actually what's in their hearts.
- 2) Normative commitment, refers to the reflection of feelings of obligation to become a company employee. Employee with high normative commitment feel that they should still Work on organization where they currently work.
- 3) Continuing commitment, refers to employee awareness regarding the consequences of leaving the organization.

2.1.1.3. *Personality*

Robbins defined personality as the dynamic organisation of psychophysical systems within an individual that determines their unique adjustment to their environment (Robbins et al., 2007). Personality is a collection of stable characteristics and tendencies that determine an individual's general traits or characteristics, as well as differences in their behaviour (Diener & Lucas, 2019).

2.1.1.4. *Moral Employee*

Morality is not just a system of behavior that has become a habit, but a system of commands (Krebs, 2011). The elements of morality include elements of order and the meaning of authority, in addition, these two elements of morality are closely intertwined (Krebs, 2011). This element comes from a more complex idea that summarizes both, namely the concept of discipline.

2.1.1.5. *Motivation*

Motivation is a disposition to exert significant effort in order to accomplish organisational objectives, as dictated by the organization's capacity to fulfil a variety of individual requirements (Ahmad, 2021). According to Sopiah (2008:169), There are three. The primary characteristics of motivation are as follows: (1) effort, which refers to the intensity of a person's work behaviour or the extent to which a person demonstrates an interest in their work, encompasses a variety of activities or endeavours, both tangible and intangible. (2) Will, the second primary characteristic of motivation, is the individual's strong determination to apply their efforts to their work responsibilities. When a person has a strong will, they will make all necessary efforts. (3) direction or objective, this final motivational characteristic pertains to the direction that an individual endeavours to achieve through their resolve and effort.

2.1.2. *External Factors*

2.1.2.1. *Style Leadership*

Style Leadership describes a consistent combination of philosophy, skills, traits and attitudes that underlie a leader's behavior, which is often applied in influencing his subordinates (Anderson & Sun, 2017). Rivai (2004) in (Rahmawati & Prasetya, 2017) explains that Leadership style is a pattern of behavior and strategies that a person likes and often applies (Tannenbaum & Schmidt, 2017). There are 2 Leadership Styles, namely a leadership style with task orientation (task oriented) , and a leadership style with employee orientation (employee oriented) (Suryani et al., 2012).

2.1.2.2. *Trust On Leader*

Trust is a hope positive that person No will acting opportunistically, if followers trust their leader, they are willing to make sacrifices for the leader's actions (Tschannen-Moran, 2014). Its creation effectiveness in terms of leadership depends on how a leader can obtain trust from follower or his subordinates. In the organizational context, there are 3 types of trust according to Sopiah (2008:123); of which are as follows: a) Trust based on rejection b) Trust based knowledge c) Trust based identification.

2.1.2.3. *Culture Organization*

Robbins believes that organizational culture is a set of main characteristics that are valued by members of an organization, there are 7 characteristics of organizational culture as follows (Robbins et al., 2007):

- 1) Innovation and Risk Taking (innovation and risk taking), a level in which employees are encouraged to take risks and be innovative.
- 2) Attention to Detail (attention to details), in which employees are expected to demonstrate accuracy, analysis, and a focus on the details of the matter.
- 3) Outcome Orientation (benefit orientation), in which management prioritises outcomes or advantages over the techniques and procedures employed.

- 4) People orientation (orientation towards people), in which management decisions are made with an eye towards the impact of benefits on the people within the organisation.
- 5) Team orientation (team orientation), in which the organization's labour activities are founded on teams rather than individuals.
- 6) Aggressiveness, a trait in which individuals are more competitive and aggressive than they are easygoing.
- 7) Stability, in which organisational activities prioritise preservation of the status quo over advancement.

2.1.3. Dimensions Organizational Citizenship Behavior (OCB)

Where he put forward five dimensions of Organizational Citizenship Behavior (OCB), are as follows (Ocampo et al., 2018):

- 1) Generosity
Employee conduct in assisting colleagues who are encountering challenges in their circumstances, including those related to organisational tasks and personal issues of others. This aspect results in him providing assistance that is not binding on him.
- 2) Attention to detail
The behaviour exhibited by striving to surpass the expectations of the organisation. Voluntary conduct that is not a requirement or obligation of an employee. This dimension extends beyond the scope of one's responsibilities.
- 3) Sportsmanship
A stance that does not object to the organization's less-than-ideal conditions. An individual who possesses a high level of sportsmanship will foster a positive work environment by encouraging employees to be more cooperative and respectful. This will result in a more enjoyable work environment.
- 4) Courtesy
Maintain positive relationships with colleagues to prevent interpersonal conflicts. A person who possesses this dimension is a person who is compassionate and respectful towards others.
- 5) Civic Virtue
Behavior that demonstrates accountability for organisational life, including the proactive recommendation of improvements to the organization's operations or procedures and the protection of its resources in response to organisational changes. This dimension motivates an individual to enhance the character of their occupation.

2.2. Leadership

Leadership is the art of motivating and influencing a group of people to act to achieve a common goal (Andriani et al., 2018). Meanwhile, according to Samsudin in Rifai, leadership means the ability to convince and mobilize other people to work together under their leadership as a team to achieve a certain goal (Rivai, 2016).

2.2.1. Types of leadership styles

Leadership styles are divided into 8, including the following (Kleefstra, 2019):

- 1) Charismatic leadership
This type has extraordinary charm and disposition to influence other people, so it has a very large number of followers. This leadership has inspiration, courage and has firm belief in its own convictions.
- 2) Maternalistic leadership
The maternalistic leadership type has a very prominent over-protective attitude and is accompanied by excessive affection. This leadership almost never gives employees the opportunity to take the initiative and develop their own creativity.
- 3) Militaristic leadership
The militaristic leadership type uses more command systems, is very harsh, authoritarian and rigid. Demand that employees always have strict and rigid discipline. But what is worth paying attention to here is the measure of a leader, namely, you need to take into account when it is best to use a militaristic type.
- 4) Executive leadership
Executive leadership is a leader who is able to carry out administrative duties and responsibilities effectively.
- 5) Laissez faire leadership

This type of laissez faire leadership is a leader who does not lead and allows employees to do as they please. Apart from that, the leader also does not participate in the slightest and leaves the responsibility to his employees.

6) Populist leadership

This type of populist leadership is a leader who still adheres to tradition and does not trust support from foreign parties. The populist type of leadership prioritizes reviving nationalist attitudes.

7) Autocratic leadership

Autocratic leadership is a leader who bases himself on absolute power and coercion that must be obeyed by every employee. An autocratic type leader will be kind to employees only if they obey.

8) Democratic leadership

Democratic leadership is a leader who respects the potential of each employee and is willing to listen to employee opinions. The democratic type is able to utilize the capacities of each member as effectively as possible under the right conditions.

2.2.2. Leadership Style Indicators

A person's leadership style can be assessed and seen from several indicators proposed Wuryani et al., as follows (Wuryani et al., 2021):

1) Capacity to make decisions

Decision-making is a methodical process that involves determining the most suitable course of action based on calculations. A leader must possess the capacity to make decisions. The causes and effects of each decision must be taken into account to prevent any errors in the decision-making process.

2) Motivational capabilities

The capacity to motivate is a propelling force that can induce an employee to mobilise their abilities (in the form of energy, time, and skills) to fulfil their responsibilities and fulfil their obligations in the pursuit of predetermined organisational goals and objectives.

3) Effective communication abilities

Every human being on Earth, particularly a leader, must possess communication skills. Communication ability is the capacity to effectively communicate messages, thoughts, and ideas to others in a manner that is comprehensible, whether through direct or indirect means.

4) Capacity to supervise colleagues

In order to effectively and adequately leverage the power of their position for the long-term benefit of the company, a leader must possess the aspiration to compel others to adhere to their wishes. This encompasses instructing others in a manner that ranges from casual to authoritative. The purpose of conveying information in a variety of tones is to ensure that duties are completed with precision and accuracy.

5) Responsibility

A leader must possess a sense of accountability towards their employees. In terms of bearing, assuming responsibility, and taking responsibility for everything, or giving responsibility and enduring the consequences that will be received, responsibility can be interpreted as an obligation.

6) Capacity to regulate emotions

It is essential to possess the capacity to regulate emotions when leading an organisation or employees. The organization's goal-achieving sustainability will be impacted by unstable emotions.

2.3. Organizational culture

A belief system that develops and expands within an organisation as a guide for organisational members, organisational culture is a set of assumed norms and values that enable the organisation to maintain its existence through external adaptation and internal integration. (Robbins et al., 2007).

2.3.1. Characteristics of Organizational Culture

There are at least seven main characteristics of organizational culture, namely:

1) Innovation and risk-taking courage.

Workers are encouraged to be innovative and take risks

- 2) Pay attention to details
Workers are expected to show analysis, and pay attention to detail.
- 3) Results orientation
Management focuses on acquisition or results and not on the techniques and processes used to achieve them.
- 4) People orientation
The level of decision making taken by management by considering the effect of the results on the people in the organization.
- 5) Team orientation
The level of work activity is organized in teams rather than individuals.
- 6) Aggressiveness
The degree to which people will become aggressive and competitive instead of relaxed.
- 7) Stability
The level of organizational activity emphasizes maintaining the status quo in contrast to growth.

2.3.2. Organizational Culture Indicators

Indicators of organizational culture are as follows (Reader et al., 2020):

- 1) Innovative takes into account risks, such as:
 - a) Create new ideas for company success
 - b) Dare to take risks in developing new ideas
- 2) Results oriented, such as:
 - a) Setting targets to be achieved by the company
 - b) Evaluation of the results of the work that has been carried out
- 3) Oriented to all employee interests, such as:
 - a) Fulfills the need to run and do work
 - b) Support employee achievements
- 4) Detail oriented on tasks, such as:
 - a) Be thorough in doing your assignments
 - b) Accuracy of work results

2.4. Job satisfaction

Job satisfaction is an employee's income whether they are happy or not regarding their work, this feeling can be seen from the employee's good behavior towards work and everything they experience in the work environment (B. J. Ali & Anwar, 2021). So it can be concluded that the definition of job satisfaction is a positive attitude from workers including feelings and behavior towards their work through assessing one's work as a sense of appreciation in achieving one of the important work values (Belias & Koustelios, 2014).

2.4.1. Job Satisfaction Indicators

The job satisfaction indicators include, among others (Judge et al., 2020):

- 1) Work
Does the content of the work someone does have satisfying elements?
- 2) Wages
The amount of payment a person receives as a result of carrying out work is in accordance with the needs that are felt to be fair.
- 3) Promotion
The possibility that someone can develop through promotion.
- 4) Supervisor
Someone who always gives orders or instructions in carrying out work
- 5) Work colleague
Colleagues who help each other in completing work

3. Research Method and Materials

According to Sugiyono, research methods are a scientific way to obtain data with specific purposes and uses (Sugiyono, 2021). When conducting research, you should first determine the research method that is appropriate to the research being studied.

Research design is the part that describes the framework for solving the problem being studied (Tobi & Kampen, 2018). This section is very important for researchers to pay attention to because it is closely related to the characteristics of the research. The research design is a kind of guideline (blueprint) in collecting data, measuring tools, and using appropriate analytical tools to answer the research questions posed previously. The researcher's knowledge certainly plays a very important role in determining the research design because the topic that will be researched is very related to the field of expertise.

The purpose of a design or research design is so that the research process can run smoothly and can produce a planned research and a good logic can be obtained in testing and conclusions. A good research design or plan will be able to translate scientific models into things that are easily understood by all parties who need the research information. Without a research design, it will be difficult for researchers to conduct research on an existing problem or phenomenon.

This research uses an associative research design with a quantitative approach, associative design is used in research to analyze allegations of whether or not there is a significant relationship between two or more variables (Sugiyono, 2021), while the quantitative approach is an objective research approach, including collecting and analyzing quantitative data and using statistical testing methods.

In this research, the sampling technique used was probability sampling with a simple random sampling technique. According to (Sugiyono, 2021) a sampling technique provides equal opportunities for each element (member) of the population to be selected as a member of the sample. Meanwhile, simple random sampling is taking sample members from a population randomly without paying attention to the strata in the population (Sugiyono, 2021).

According to (Hair Jr et al., 2021) If the sample size is too large, it will make it difficult to obtain a suitable model, and it is recommended that an appropriate sample size be between 100-200 respondents so that interpretation estimates using the Structural Equation Model (SEM) can be used. For this reason, the number of samples will be determined based on the results of the minimum sample calculation. Determining the minimum sample size for SEM according to Hair et al (2017) is:

$$n = (\text{Number of Indicators} + \text{Number of Latent Variables}) \times (5 \text{ to } 10 \text{ times})$$

From these calculations, it can be seen that the number of samples to be used is 240 people.

4. Results and Discussion

4.1. Testing Research Instruments

4.1.1. Convergent Validity

Convergent validity is a method used to find out how much correlation a statement has with its construct. To find out convergent validity, you can measure the loading factor, communality and Average Variance Extracted (AVE) values. The standard used to assess convergent validity is "loading factor > 0.7, communality > 0.5 and Average Variance Extracted (AVE) > 0.5" (Hair Jr et al., 2021) .

Indicators X1.6 in the leadership latent variable and Y5 in the Organizational Citizenship Behavior latent variable must be removed from the model because they experience a singularity matrix problem.

From the results of the convergent validity analysis in Figure 2, it can be concluded that all indicators for each construct have a loading factor value of > 0.7 and in Table 1, it can be seen that the AVE value is > 0.5, so it can be said that the instrument used in this research has met the convergent validity criteria.

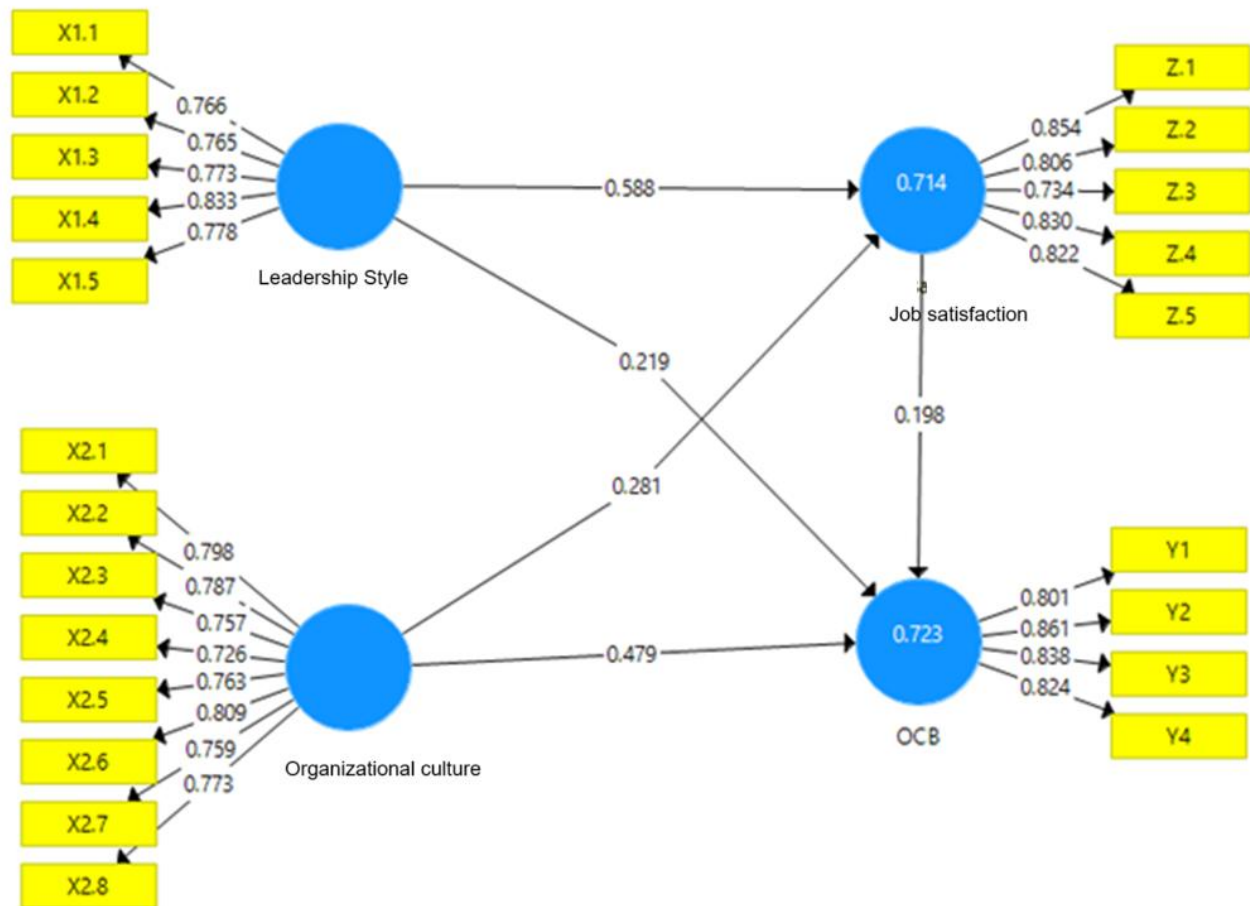


Figure 2. Model Analysis Test

Table 1. Average Variance Extracted

	Average Variance Extracted (AVE)
Organizational culture	0.596
Leadership Style	0.614
Job satisfaction	0.656
OCB	0.691

4.1.2. Discriminant Validity

Discriminant validity is a way of assessing how different a construct is from other constructs, which can be determined by comparing the AVE value of the two constructs with the squared value of the correlation between the two constructs being tested. Discriminant validity can be seen from the cross loading value with the construct, each indicator in a construct has differences with indicators in other constructs which can be shown by a higher loading value than the construct itself (Gefen and Straub, 2005). The results of cross loading shown on Table 2 and 3.

Table 2. Cross Loading Before Revision

	Leadership Style	Organizational culture	OCB	Job satisfaction
X1.1	0.766	0.672	0.586	0.671
X1.2	0.765	0.671	0.617	0.64
X1.3	0.773	0.61	0.589	0.622
X1.4	0.833	0.749	0.71	0.676
X1.5	0.778	0.733	0.641	0.66
X2.1	0.64	0.798	0.631	0.615
X2.2	0.67	0.787	0.639	0.65
X2.3	0.599	0.757	0.582	0.537
X2.4	0.725	0.726	0.664	0.64
X2.5	0.67	0.763	0.639	0.619
X2.6	0.736	0.809	0.664	0.636
X2.7	0.704	0.759	0.623	0.627
X2.8	0.669	0.773	0.664	0.588
Y1	0.63	0.635	0.801	0.586
Y2	0.689	0.747	0.861	0.695
Y3	0.659	0.677	0.838	0.61
Y4	0.693	0.69	0.824	0.635
Z.1	0.722	0.666	0.638	0.854
Z.2	0.673	0.637	0.63	0.806
Z.3	0.583	0.579	0.508	0.734
Z.4	0.69	0.67	0.664	0.83
Z.5	0.704	0.673	0.634	0.822

Because the *cross loading value* of the X2.4 indicator which forms the Organizational Culture variable is not higher than the indicators which form the other latent variables, this indicator is removed from the model.

Table 3. Cross Loading after Revision

	Organizational culture	Leadership Style	Job satisfaction	OCB
X1.1	0.655	0.766	0.671	0.586
X1.2	0.649	0.765	0.64	0.617
X1.3	0.594	0.773	0.622	0.589
X1.4	0.728	0.833	0.676	0.71
X1.5	0.714	0.778	0.66	0.641
X2.1	0.801	0.64	0.614	0.631
X2.2	0.806	0.67	0.65	0.639
X2.3	0.767	0.599	0.537	0.582
X2.5	0.773	0.67	0.619	0.639
X2.6	0.809	0.736	0.636	0.664
X2.7	0.759	0.704	0.627	0.623
X2.8	0.779	0.669	0.588	0.664
Y1	0.62	0.63	0.586	0.801
Y2	0.726	0.689	0.695	0.86

	Organizational culture	Leadership Style	Job satisfaction	OCB
Y3	0.658	0.659	0.61	0.838
Y4	0.682	0.693	0.635	0.825
Z.1	0.641	0.722	0.854	0.638
Z.2	0.618	0.673	0.806	0.63
Z.3	0.583	0.583	0.734	0.508
Z.4	0.651	0.69	0.83	0.664
Z.5	0.66	0.704	0.822	0.634

4.1.3. Reliability Test

Reliability testing is intended to determine the accuracy, consistency and precision of measuring instruments for measuring data (Hair et al., 2010). Reliability testing can also use the results of Cronbach alpha values and composite reliability values. According to Chin in Jogiyanto (2011), Cronbach alpha functions to determine the lower limit of the reliability value of a construct, while composite reliability is used to determine the actual reliability value of a construct. "The composite reliability value and Cronbach alpha value for each construct must be greater than 0.7, although a value of 0.6 is still acceptable" (Hair et al., 2010).

Table 4. Reliability Test

	Cronbach's Alpha	Composite Reliability
Organizational culture	0.903	0.922
Leadership Style	0.842	0.888
Job satisfaction	0.869	0.905
OCB	0.851	0.899

4.2. Fit Models

Used to find out whether the model we are studying is good or not. The following are the values of the Fit Model which have been processed with data using smart PLS 3.0:

Table 5. Model Fit

	Saturated Model	Estimated Model
SRMR	0.056	0.056
NFI	0.846	0.846

From the data on Table 5, it can be seen that the NFI value is above 0.9, meaning the model is *marginally fit*. Apart from the NFI value, the SRMR value is below 0.08, which also means the model used is good.

4.3. Hypothesis testing

4.3.1. R Square

The R^2 value reflects the level of variation in changes in the independent variable towards the dependent variable. A higher R^2 value indicates that the research prediction model proposed is getting better, but the main parameter is the basic theoretical relationship

Table 6. R Square

	R Square	R Square Adjusted
Job satisfaction	0.714	0.712
OCB	0.723	0.72

The R Square value of the joint or simultaneous influence of the Leadership and Organizational Culture variables on Job Satisfaction is 0.714 with an adjusted R square value of 0.712. So, it can be explained that all exogenous constructs simultaneously influence Job Satisfaction by 0.714 or 71.4%. Because the Adjusted R Square is 71.2%, the influence of the exogenous constructs of motivation and competence On job satisfaction including Strong.

The R Square value of the influence of Leadership, Organizational Culture and Job Satisfaction on OCB is 0.723 with an adjusted r square value of 0.72. So, it can be explained that all exogenous constructs simultaneously influence employee performance by 0.723 or 72.3%. Because the Adjusted R Square is 72%, the influence of the exogenous construct of job satisfaction on employee performance is strong.

Table 7. t Test

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Job Satisfaction	0.244	2,723	0.007
Organizational Culture -> OCB	0.401	3,664	0
Leadership Style -> Job Satisfaction	0.626	7,298	0
Leadership Style -> OCB	0.285	2,663	0.008
Job Satisfaction -> OCB	0.211	2,953	0.003

The beta coefficient value is 0.401, and the T-statistic is 3.664. Hypothesis 1 evaluates the impact of organisational culture on OCB. From these findings, it is concluded that the t-statistic is statistically significant. The first hypothesis is adopted because the p-value is less than 0.05 and the value is greater than 1.96. This demonstrates that organisational culture has a beneficial impact on OCB.

The initial hypothesis, which asserts that Organisational Culture has a positive impact on OCB among employees in the Directorate General of Customs and Excise, is substantiated by the research findings. The presence of a significant and positive relationship between Organisational Culture and OCB is confirmed by the beta coefficient of 0.401, a T-Statistic of 3.664, and a p-value < 0.05. This implies that employees are more likely to experience improved OCB as a result of positive changes or enhancements in organisational culture.

These findings indicate that the Directorate General of Customs and Excise may consider initiatives that are designed to enhance organisational culture as a strategic approach to improving OCB among employees. This could entail the cultivation of a supportive work environment, the enhancement of communication, and the promotion of shared values, all of which can contribute to a more engaged and cooperative workforce.

The beta coefficient value is 0.285, and the T statistics are 2.663. Hypothesis 2 evaluates the impact of leadership style on OCB. From these findings, it is concluded that the t-statistic is statistically significant. Because the p-value is less than 0.05 and the value is greater than 1.96, the second hypothesis is accepted. This demonstrates that OCB is positively impacted by Leadership Style.

The second hypothesis, which asserts that Leadership Style has a positive impact on OCB among employees in the Directorate General of Customs and Excise, is robustly supported by the research findings. The significant and positive relationship between OCB and Leadership Style is confirmed by the beta coefficient of 0.285, a T-Statistic of 2.663, and a p-value < 0.05. This suggests that the enhancement of leadership practices can result in an increase in OCB among employees.

These results indicate that leadership development initiatives may be strategically significant for the Directorate General of Customs and Excise in order to improve OCB among employees. Training programs that emphasise the cultivation of transformational and supportive leadership capabilities may prove particularly advantageous. The organisation can enhance overall organisational performance by fostering a work environment that encourages employees to go above and beyond their formal job responsibilities by concentrating on developing leadership styles. The beta coefficient value is 0.211, and the T-statistic is 2.723. Hypothesis 3 examines the impact of job satisfaction on OCB. From these findings, it is concluded that the t-statistic is statistically significant. since the p-value is less than 0.05 and the value is greater than 1.96, the third hypothesis is accepted. This demonstrates that OCB is positively impacted by job satisfaction.

The beta coefficient value is 0.244, and the T-statistic is 2.723. Hypothesis 4 examines the impact of organisational culture on job satisfaction. From these findings, it is concluded that the t-statistic is statistically significant. The fourth hypothesis is accepted because the p-value is less than 0.05 and the value is greater than 1.96. This demonstrates that job satisfaction is positively impacted by organisational ethos.

Hypothesis 5 evaluates the impact of leadership style on job satisfaction. The beta coefficient value is 0.626, and the T statistic is 7.298, as indicated by the test results. From these findings, it is concluded that the t-statistic is statistically significant. Because the p-value is less than 0.05 and the value is greater than 1.96, the fifth hypothesis is accepted. This demonstrates that job satisfaction is positively impacted by leadership style.

4.3.2. Indirect Influence

Indirect effects are the indirect influence of a construct or exogenous latent variable on an endogenous latent variable through an endogenous intermediary variable.

Table 8. Indirect Influence

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Organizational Culture -> Job Satisfaction -> OCB	0.051	1.7	0.09
Leadership Style -> Job Satisfaction -> OCB	0.132	2,976	0.003

From the data on Table 8, it can be seen that the indirect influence of Organizational Culture on OCB through Job Satisfaction has a beta coefficient of 0.051 with a T statistics value of 1.7. The significance value is 0.09. It can be concluded that the indirect influence of Organizational Culture through Job Satisfaction on OCB is not significant.

It can be seen that the indirect influence of Leadership Style on OCB through Job Satisfaction has a beta coefficient of 0.132 with a T Statistics value of 2.976, and a significance value of 0.003. From these results it is stated that the t-statistic is significant. because it is >1.96 with a p-value <0.05 so the indirect influence of the Leadership Style variable on OCB through Job Satisfaction is significant.

5. Conclusion

Based on the results of the tests that have been carried out, it can be concluded that;

First, Organizational Culture has a positive influence on OCB. Second, Leadership Style has a positive influence on OCB. Third, Job Satisfaction has a positive influence on OCB. This concludes that increasing employee motivation will also increase employee job satisfaction at DJBC Banten

Indirect influence of Organizational Culture through Job Satisfaction on OCB is not significant. Last, Indirect influence of the Leadership Style variable on OCB through Job Satisfaction is significant.

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