Influence Style Leadership, Culture Organization and Climate Organization to Organizational Citizenship Behavior in The Company with Satisfaction Work as A Mediating Variable

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ABSTRACT

This research aimed to assess the impact of leadership style, organizational culture, and organizational climate on organizational citizenship behavior (OCB), utilizing job satisfaction as a mediating variable. The study encompassed the entire marketing department staff of PT X, totaling 212 employees. Structural Equations Modeling (SEM) through the LISREL Program was employed as the statistical method. The findings revealed that leadership style emerged as the most robust predictor, exerting the most substantial influence on organizational citizenship behavior, with job satisfaction acting as a mediating factor. This study contributes to validating the hypothesized relationships among leadership style, organizational culture, organizational climate, job satisfaction, and organizational citizenship behavior.

Keywords: Leadership Style, Organizational Culture, Organizational Climate

INTRODUCTION

In the era globalization like moment This Really condition will various competition especially in Indonesian industries. This competition occurs because of the need - human needs continue to develop and readiness is required by organizations organization to be able to continuously improve its quality. Internal human resources matter this is factor key walking activity in the organization And decider organizational success. Optimal human resources are the key owned by each organization. Source Power man the is employee must be competent in carrying out the tasks which has been given to they.

But unfortunately, based on the 2013 Global Competitiveness Report-2018 Indonesia has a low score in terms of labor market (57.8 percent) And Skills (64.1 percent) matter This naturally reflect total whole organizations in Indonesia in terms of workforce and workforce skills Indonesia itself. This is of course related to the readiness of the organization within face era disruption or industry 4.0 Because in face challenge industry the required competence And Skills from power Work Indonesia (Hasanah,2018).

Leadership itself is an effort to influence many people through communication For reach objective, method influence person with instructionor command, an action that causes another person to act or respond to that give rise to change positive as well as For motivating And give support And increase trust self from subordinate so that objective organizational. Style
leadership that tends to exist in organizations is autocratic, bureaucratic, transactional, participatory, democratic, and charismatic.

Beside from leadership, A factor decider effectiveness from another organization is organizational culture. Organizational culture is an element critical which must noticed by organization because culture organization is method organization in influencing employees in terms of thinking and behavior. Culture The organization also acts as a glue in the organization with its culture. There are also strong organizational values and guidelines that can guide employee in the mission For reach objective from organization Organizational culture is said to be one of the variables that has a relationship with leadership with its positive influence on job satisfaction especially when superior share visions they. Leadership charismatic relate with exists values collective in the group And Also flavor ownership (sense of belonging) Which relate with job satisfaction

Whereas factor other Which can influence effectiveness from human resource management is the organizational climate. The climate of the organization itself give mark satisfaction Which felt by employee. Climate the influences the views and perceptions, behavior and feelings of employees related to the internal organization. Everything that employees feel manifests into employee behavior such as work motivation, involvement work, work commitment, work discipline, job satisfaction, work stress, work attitude, morale employees and conflict behavior. An effective organizational climate will be able to support it performance Which productive. Climate Which effective is climate Which conducive for employees are in it who can guarantee the success of the organization. With This conducive climate can lead to job satisfaction and commitment tall on every individual Which Work in the that organization.

On Finally leadership, culture organization climate organization with Job satisfaction will produce several organizational outcomes or consequences The organizational characteristics of these four variables are OCB (Organizational Citizenship Behavior) can also be called organizational citizenship behavior. There is OCB in the something organization often linked with success leader, culture organization, organizational climate and other factors such as job satisfaction. Leader who Good will produce employee with OCB Which tall naturally supported with satisfaction Work Which high too.

Therefore, the effectiveness of employee performance and organizational performance as a whole whole determined by a number of factors on the. PT X which incidentally his a company that focuses on organizational progress and progress his employees need notice fifth factor the on. Of course just so that Human resources in the organization can work according to expectations organization and produce high productivity as well as
achievement and progress in the related industries in Indonesia.

RESEARCH METHOD

The research methodology employed in this study is descriptive quantitative. This approach aims to elucidate phenomena based on data obtained, intending to explore relationships among independent, mediating, and dependent variables. The population for this study consists of 212 employees of PT X. The operational variables include exogenous variables such as leadership style (comprising dimensions of individualized consideration, intellectual stimulation, and idealized influence), organizational culture (comprising dimensions of clan culture, adhocracy culture, market culture, and hierarchy culture), and organizational climate (comprising dimensions of structure, responsibility, awards and confession, standards, support, and commitment). Additionally, the intervening variable is job satisfaction, with dimensions encompassing salary, promotion, supervision, benefits, associate work, and contingent and confessional awards. The endogenous variable in this study is organizational citizenship behavior, which includes dimensions of altruism, conscientiousness, sportsmanship, courtesy, and virtue. The research is designed to provide a comprehensive understanding of the relationships among leadership style, organizational culture, organizational climate, job satisfaction, and organizational citizenship behavior within the context of PT X.

RESULTS STUDY

Evaluation SEM Model

In study This, influence variable style leadership, culture organization, climate organization to organizational citizenship behaviour (OCB) Which mediated by satisfaction Work employee analyzed with use technique Structural Equation Modeling (SEM) analysis. This test evaluates whether the resulting model is a fit model or not. Following are the Goodness of test results Fit of the entire model:

<table>
<thead>
<tr>
<th>Table 1. Goodness of Fit Model</th>
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<tbody>
<tr>
<td><strong>GoF size</strong></td>
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<tr>
<td>Statistics X²</td>
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<tr>
<td>p-value</td>
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<td>RMSEA</td>
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</tbody>
</table>
Equality Structural

The following is the structural equation model of job satisfaction: K.K = 0.50*GK + 0.32*BO + 0.19*IO, Errorvar.= 0.34 , R² = 0.66 structural equation shows the value of the coefficient of determination that provides contribution to the job satisfaction variable with an R² value of 0.66 or 66%, while 0.34 variable error means that the remaining 41% is explained by variable other Which No tested in study This, but give contribution in outsidevariable Which researched.

Following equality structural equations model from organizational citizenship behavior:
OCB = 0.40*KK + 0.23*GK - 0.068*BO - 0.057*IO, Errorvar.= 0.73 , R² = 0.27 structural equation shows the value of the coefficient of determination that provides contribution to variable Organizational Citizenship Behaviour with mark R² amounting to 0.27 or 27%, while 0.73 variable error means that the remainder is equal to 73% explained by variable other Which No tested in study This, but give contributions beyond variables Which researched.
Table 2. Mark Coefficient Track

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Variable</th>
<th>Coefficient</th>
<th>T-Track</th>
<th>T-Value</th>
<th>T-Table</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>NO – K.K</td>
<td>0.50</td>
<td></td>
<td>7.28</td>
<td>1.96</td>
<td>Significant</td>
</tr>
<tr>
<td>H2</td>
<td>NO – OCB</td>
<td>0.23</td>
<td>2.13</td>
<td></td>
<td>1.96</td>
<td>Significant</td>
</tr>
<tr>
<td>H3</td>
<td>BO – K.K</td>
<td>0.32</td>
<td>5.55</td>
<td></td>
<td>1.96</td>
<td>Significant</td>
</tr>
<tr>
<td>H4</td>
<td>BO – OCB</td>
<td>-0.07</td>
<td>-0.81</td>
<td></td>
<td>1.96</td>
<td>No Significant</td>
</tr>
<tr>
<td>H5</td>
<td>IO-KK</td>
<td>0.19</td>
<td>3.44</td>
<td></td>
<td>1.96</td>
<td>Significant</td>
</tr>
<tr>
<td>H6</td>
<td>IO-OCB</td>
<td>-0.06</td>
<td>-0.73</td>
<td></td>
<td>1.96</td>
<td>No Significant</td>
</tr>
<tr>
<td>H7</td>
<td>KK-OCB</td>
<td>0.40</td>
<td>3.22</td>
<td></td>
<td>1.96</td>
<td>Significant</td>
</tr>
</tbody>
</table>

Source: Processing Results Data Lisrel

Discussion
Influence style leadership to satisfaction Work

Results study show that style leadership in PT X affect job satisfaction. Leaders who have a good approach in matter communication especially communication with employee in a way direct will influence How view employee related satisfaction Work in in organization.

Based on descriptive statistical analysis obtained from respondents, dimensions “individualized consideration” get score highest on indicator “consideration emphasizes the importance of having goals”. There is the influence of style leadership on job satisfaction is supported by the theory put forward by Loganathan (2013) Where style leadership transformational give influence a big impact on job satisfaction.

Influence style leadership to OCB

The research results show that leadership style has an influence
towards OCB. Based on descriptive statistical analysis obtained from respondents, it can be concluded that the indicator "employees help co-workers who are absent" get the highest weighted average score. The majority of respondents gave response "agree" to statement the. Matter This supported by study from Khan et. al (2013) that there is a positive influence of leadership style on OCB. This happens because leaders are transformational and able to motivate his subordinates will give encouragement or inspiration to subordinate. For behave positively in the organization. The form of positive behavior can be deep form extra-role behaviour from that subordinate. Alone.

Influence culture organization to satisfaction Work

Based on the results of descriptive statistical analysis obtained from respondents, the “clan culture” dimension with the statement “the department defines success as basis of human resource development” received a weighted average score highest. According to the results of the analysis that has been carried out, it can be concluded that PT X has a systematic and strong organizational culture in accordance with the theory. There is. With support from relevant management theories, it will be easy to organization formulate, plan as well as implement culture supportive organization. In fact on the ground, organizations have a culture emphasize on resource development man.

Influence culture organization to OCB

Results study show that culture organization No own influence on OCB. This is supported by research by Mohanty and Rath (2012) especially related dimensions hierarchy And markets cultures Which state that Organizational culture has no influence on OCB. Several reasons Which causes there to be no influence between the two variables. First Because No it depends One variable with variable other. Which second is because there are other variables that can explain the relationship between the variables. One with other variables.

Influence climate organization to satisfaction Work

Based on the results of research conducted at PT X, organizational climate own influence to satisfaction Work. Based on results analysis statistics descriptive obtained from respondents, dimensions Based on the table above, you can seen that indicator "support" with statement: "atmosphere organization friendly" get a weighted average value highest.

Phenomenon the happen Because from facet responsibility, organization depend on individual assessment, not group assessment. This is of course not a problem for employee job satisfaction at PT X because the organization tends to be objective in assessing individual performance. This is supported by research from Tsai (2014) where organizational climate has a strong influence on job satisfaction. This happened because management systems, rewards, motivation are some of the dimensions main from climate organization Which become factor main formation satisfaction Work.
Influence climate organization to OCB

Based on results study obtained that climate organization No own influence on OCB. This phenomenon occurs because the organizational climate does not exist it depends One variable with variable other. Which second is Because there are other variables that can explain the relationship between one variable and another variable other. Which third is Because climate organization No is The main predictor of OCB is that organizational climate only plays a role as basic perception from conditions within the organization.

Influence satisfaction Work to OCB

Based on the results of research conducted by researchers at PT X, we can It was concluded that job satisfaction has an influence on OCB. In this case, employee PT X own satisfaction Work Which tall Where matter the influence behavior citizenship organization from employee That Alone. Satisfaction among employees has a positive influence on efforts Work as well as productivity employees at PT X.

Results study This supported by studies from Ikonne (2013) Where whole The dimensions of job satisfaction influence the overall dimensions of OCB. superior in making decisions.

Size connection between variable in a way direct, No direct And total

The research results show that there is a direct influence of style leadership, culture organization, climate organization, to satisfaction Work. Temporary That, different with culture organization And climate organization, style Leadership has a direct influence on OCB. However, cultureorganization and organizational climate have an indirect influence on OCBmediated by satisfaction Work,

In fact, leadership style has a direct influence towards OCB because at PT X, leaders have influence in shaping it employee behavior in producing positive attitudes. Leader in PT X give example Which positive for employee in facet consideration related consequence moral And ethics in make decision. Manifestation from style leadership towards employees in the form of this behavior is very influential to OCB from employees.

CONCLUSION

Leadership style plays a crucial role in fostering job satisfaction at PT X, as employees experience satisfaction when leaders actively engage in their development through learning and training initiatives. Additionally, a supportive and facilitative leadership style significantly influences Organizational Citizenship Behavior (OCB) among employees, as leaders serve as positive role models, inspiring proactive behavior in their teams. Moreover, organizational culture at PT X is a key factor in enhancing job satisfaction, with a focus on human resource development contributing to employee contentment. However, organizational culture does not have a significant impact on OCB, as other independent variables may act as stronger predictors. The organizational
climate, characterized by a friendly atmosphere, significantly contributes to job satisfaction, creating a sense of comfort and security for employees. Nevertheless, organizational climate does not significantly influence OCB, given the presence of other independent variables with stronger predictive power. Ultimately, job satisfaction has a noteworthy impact on OCB at PT X, with satisfied employees exhibiting prosocial attitudes influenced by leadership style, organizational culture, and organizational climate support, thereby contributing positively to OCB.

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