



## The Role of Leadership and Work Motivation Toward Organizational Citizenship Behavior with Job Satisfaction as Mediation

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### ARTICLE INFO

*Keywords:* Leadership, Work Motivation, Job Satisfaction, Organizational Citizenship Behavior (OCB)

*Received :* 14, October

*Revised :* 19, November

*Accepted:* 25, December

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### ABSTRACT

This study aims to investigate the impact of leadership and work motivation on Organizational Citizenship Behavior (OCB) by analyzing the role of job satisfaction as a mediator. The research was carried out at the Komite Nasional Pelestarian Kretek (KNPK). The sample size consisted of 45 respondents. The data gathering methodology employed was a survey method, utilizing a questionnaire as the study instrument. The intelligent PLS 3.2 program utilizes sophisticated data analysis techniques like the outer model, inner model, and hypothesis testing. The study findings suggest that leadership does not have a substantial influence on OCB, and job motivation similarly lacks a major impact on OCB. Conversely, work satisfaction has a favorable and substantial impact on OCB. Furthermore, leadership exerts a favorable and substantial impact on job satisfaction, whereas work motivation exerts a favorable and substantial impact on satisfaction. Moreover, job satisfaction serves as a crucial factor in moderating the connection between leadership and Organizational Citizenship Behavior (OCB), as well as between work motivation and OCB.

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## **INTRODUCTION**

Efforts to achieve organizational goals need to be supported by the behavior of employees who have a high commitment to developing and advancing the organization. One form of employee behavior can be demonstrated through Organizational Citizenship Behavior (OCB).

OCB is the willingness of employees to provide performance beyond organizational expectations and to do more than their normal job duties required by the organization (Khaerunisah et al., 2021). Leadership is a determinant of the success of an organization, leadership is the focal point for significant changes in the organization as well as the suitability and stability of the organization (Suherman, 2019). Leadership as one of the influencing factors OCB has been proven by a number of previous researchers who stated that leadership has a positive and significant effect on OCB (Setiani & Hidayat, 2020) & (Saragih, 2020).

Employees who have high motivation in trying to achieve personal goals tend to display behavior OCB within the organization (Priyandini et al., 2020). The assertion is corroborated by prior research, indicating that work motivation has a constructive and substantial impact on OCB (Priyandini & Hartati, 2018). The study findings elucidate that individuals with elevated drive to attain personal objectives are inclined to exhibit OCB inside the firm.

With job satisfaction, high organizational commitment will arise which will lead to behavior OCB (Charmiati & Surya, 2019). This assertion is supported by the findings of prior research that demonstrate the positive and substantial impact of work satisfaction on OCB (Raditya & Rahardja, 2018). This demonstrates a positive correlation between an employee's level of work satisfaction and their engagement in OCB. This study examined OCB inside the Komite Nasional Pelestarian Kretek (KNPK). This research is expected to provide more comprehensive results based on gap research from the results of previous studies. The objective of this study is to examine the impact of leadership, work motivation, and job satisfaction on OCB.

## **THEORETICAL REVIEW**

One of the influencing factors OCB is leadership. Zaigham (2015) in Saragih (2020) states that leadership is expected to be able to encourage OCB. A high leader is a leader who applies a sense of friendship with his subordinates, appreciates each work of his subordinates, is able to be a role model in setting an example of good behavior towards his subordinates so that employees will find it easy to do their job well. OCB the highest.

Prior research conducted by Susanto (2015), Setiani & Hidayat (2020), and Sari et al. (2021) has demonstrated the influential role of leadership in enhancing OCB. These studies affirm that leadership exerts a positive and substantial impact on OCB. This demonstrates that effective leadership has a positive impact on attitudes and OCB inside a company. If leadership is not functioning effectively, there will be a lack of high OCB inside the organization.

The hypothesis in this study is formulated based on the findings of prior investigations.

**H<sub>1</sub> : Leadership exerts a favorable and substantial impact on OCB.**

According to Wulani (2005) in Putra (2017) work motivation depends on workers' perceptions of their work experience. Behavior will emerge if there is a positive perception and a positive work attitude. If employees in the organization have OCB, employees can control their own behavior and these employees will try to increase their potential for the advancement of the company that houses them.

Febriani (2016), Hendrawan et al. (2020), and Sari (2021) conducted research indicating that motivation has a favorable and substantial impact on OCB. These findings demonstrate that a strong drive to work might enhance OCB'

Based on some of the results of previous studies, the hypothesis in this study is:

**H<sub>2</sub> : Work motivation exerts a favorable and substantial impact on OCB.**

Job satisfaction describes a positive feeling towards a job. An employee who has significant job satisfaction must have happy or positive feelings about his work (Robbins, 2013). Talachi et al. (2014) in Raditya & Rahardja (2018) states that companies that are able to realize employee satisfaction through adjusting the wage rate to be received, providing promotions for employees who are able to develop, conditioning the atmosphere and workplace environment are always conducive, and so on will lead to behavior OCB on employees.

The studies done by Raditya & Rahardja (2018) and A. Charmiati & Surya (2019) have shown that work satisfaction has a positive and significant effect on OCB. Empirical data confirms that there is a direct relationship between levels of job satisfaction and the likelihood of engaging in OCB.

The hypothesis in this study is based on the results of previous research:

**H<sub>3</sub> : Job satisfaction exerts a favorable and noteworthy impact on OCB.**

Leaders have the responsibility of enhancing the competence, dedication, and comprehension of organizational values and teamwork in order to enhance organizational performance. By effectively implementing appropriate leadership strategies, leaders can foster employee satisfaction, ultimately leading to improved performance (Utama, 2019).

Research undertaken by Rumawas (2015), Suprpta et al. (2015), and Arianto (2018) has demonstrated that leadership plays a crucial role in enhancing employee work satisfaction. These studies affirm that leadership has a positive and substantial impact on job satisfaction. Enhanced leadership within a company directly correlates with an improvement in work satisfaction. Based on the theoretical study and the results of previous research, the hypothesis in this study can be formulated as follows:

**H<sub>4</sub> : Leadership exerts a beneficial and substantial impact on job satisfaction.**

Motivation is an intrinsic force that compels individuals to fully engage in their task, driven by their own knowledge of its significance (Khazamah et al., 2021). Motivation is the result of a necessity, leading to actions aimed at attaining certain objectives. If the objective has been attained, contentment will be attained (Sekartini, 2016).

Prior studies done by Sekartini (2016), Sukidi & Wajdi (2017), and Ardianti et al. (2018) have demonstrated the impact of work motivation on job satisfaction. Ardianti et al. (2018) specifically found that motivation has a positive and substantial influence on job satisfaction. This discovery demonstrates a direct correlation between an employee's level of motivation at work and their level of job satisfaction.

The hypothesis in this study is formulated based on prior research findings:

**H<sub>5</sub> : Work motivation exerts a beneficial and substantial impact on job satisfaction.**

Leadership is a factor that influences employee satisfaction in the workplace (Sunarta, 2019). Suprpta et al. (2015) found a direct relationship between effective leadership and heightened job satisfaction among employees. Ikonne (2013), as referenced in Ramadhanty & Kurniawan (2020), establishes a significant association between job happiness and OCB, which subsequently influences the organization. An employee's satisfaction contributes to the cultivation of OCB, resulting in financial advantages for the firm.

Purwaningsih (2015) has shown that work satisfaction acts as a mediator in the connection between leadership and OCB. Job satisfaction serves as an intermediary in the impact of leadership on OCB. The research conducted by Nurhidayati et al. (2021) reveals a causal relationship between leadership and OCB, with job satisfaction acting as a mediator.

The hypothesis in this study is formulated based on prior empirical research findings:

**H<sub>6</sub> : Leadership exerts a favorable and substantial influence on OCB by means of work satisfaction acting as a mediator.**

Work motivation serves as a powerful impetus for individuals to engage in an activity with the aim of achieving optimal outcomes (Lumentut & Dotulong, 2015). According to Robbins (2007) as cited in Susanto (2015), contentment is a significant predictor of OCB. This is because workers who are pleased are more likely to talk well about the organization, assist others, and go above the usual standards in their job performance. Furthermore, contented personnel may be assigned additional responsibilities as a result of their favorable reactions to their experiences.

Research done by Khazamah et al. (2021) has demonstrated that job satisfaction plays a mediating role in the relationship between work motivation and OCB. According to his study, he asserted that intrinsic motivation mediates the positive and considerable impact of OCB on work satisfaction.

Utilizing theoretical analysis and past research findings, the hypothesis for this study may be defined as follows:

**H<sub>7</sub> : Work motivation exerts a favorable and substantial impact on OCB by means of work satisfaction as a mediating factor.**

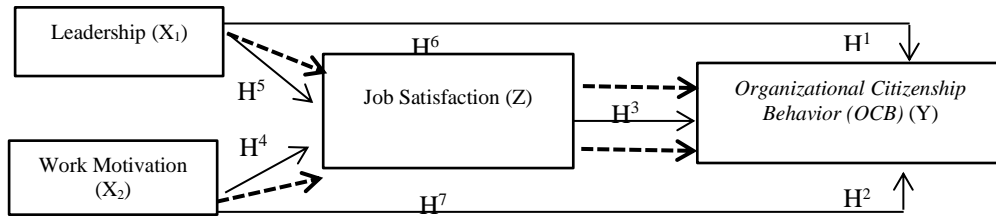


Figure 1. Research Model

## METHODOLOGY

This research is classified as explanatory research based on its intended objective. The research subjects consisted of personnel from the Komite Nasional Pelestarian Kretek (KNPK). The employed sample technique is saturation sampling. Techniques for gathering data through the use of a questionnaire. Questionnaires were distributed directly to employees of the Komite Nasional Pelestarian Kretek (KNPK) institution. The questionnaire was made with a closed question model, namely a list of questions that have provided alternative answers. Alternative respondents' answers were measured using a scale likert five tiered.

The factors examined in this study include leadership and work motivation as independent variables, OCB as the dependent variable, and job satisfaction as a mediating variable. The methodology employed in this work involves quantitative analysis, namely utilizing descriptive statistics and inferential analysis. The chosen method for analysis is Path Analysis, which aims to identify causal relationships using the Partial Least Squares (PLS) test tool. This study involves assessing the outside model for measurement, the inner model for structure, and doing hypothesis testing.

## RESULTS

Prior to evaluating the formulated hypothesis, the validity and reliability are initially assessed. The validity test comprises of two types: convergent validity test and discriminant validity test. Conducting a convergent validity test by utilizing outer score loading. In processing outer loadings data, all indicators on research variables have loading factor which is greater than 0.7 but on testing discriminant validity in the HTMT test, there is a correlation value between variables above 0.9 which indicates evaluation discriminant validity fail. Thus, it is necessary to check outlier data by deleting 1 data. The initial data is 45 and after being reduced to 44 data. Next, the elimination is carried out on the indicator with loading factor fellow constructs are low and on indicators with loading factor between the opposite constructs is high.

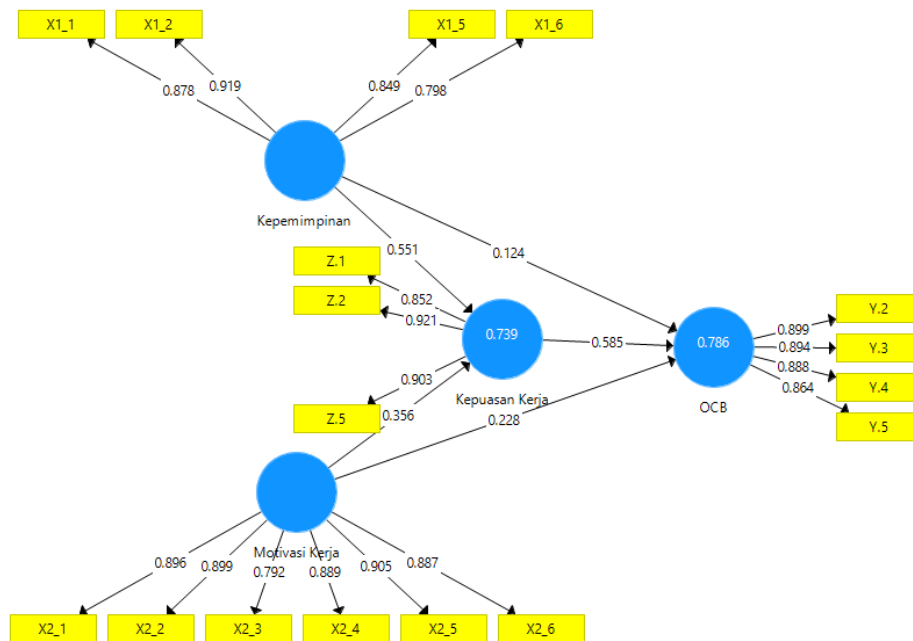


Figure 2. Outer Loading

The AVE value is calculated based on the calculation results using the PLS Algorithm for the valid indicators in the table above.

Table 1. Average Variance Extracted (AVE)

| variabel         | Average Variance Extracted (AVE) |
|------------------|----------------------------------|
| Leadership       | 0.743                            |
| Work motivation  | 0.773                            |
| OCB              | 0.786                            |
| Job satisfaction | 0.797                            |

From the above table, it is evident that the AVE values for all variables satisfy the criterion of being over 0.5. Therefore, it can be inferred that all variables exhibit convergent validity, as they possess a factor loading value more than 0.7 and an AVE value exceeding 0.5.

Table 2. Fornell- Larker Criterion Processing Value

|                  | Leadership | Work motivation | OCB   | Job satisfaction |
|------------------|------------|-----------------|-------|------------------|
| Leadership       | 0.862      |                 |       |                  |
| Work motivation  | 0.789      | 0.879           |       |                  |
| OCB              | 0.791      | 0.789           | 0.886 |                  |
| Job satisfaction | 0.832      | 0.790           | 0.869 | 0.893            |

According to the provided table, the AVE value of the Leadership variable when compared to itself is 0.862. This indicates that the AVE value of Leadership is higher than that of the other variables. The instrument utilized in

this study satisfied the requirements for discriminant validity, as evidenced by the AVE values of 0.879 for Work Motivation, 0.886 for OCB, and 0.893 for Job Satisfaction. Next, assess the discriminant validity of the test by using testcross loading.

Table 3. Cross Loading Processing Value

|      | X <sub>1</sub> | X <sub>2</sub> | Y     | Z     |
|------|----------------|----------------|-------|-------|
| X1_1 | 0.878          | 0.761          | 0.683 | 0.713 |
| X1_2 | 0.919          | 0.705          | 0.712 | 0.765 |
| X1_5 | 0.849          | 0.627          | 0.730 | 0.776 |
| X1_6 | 0.798          | 0.631          | 0.587 | 0.594 |
| X2_1 | 0.727          | 0.896          | 0.715 | 0.696 |
| X2_2 | 0.713          | 0.899          | 0.673 | 0.679 |
| X2_3 | 0.633          | 0.792          | 0.699 | 0.746 |
| X2_4 | 0.688          | 0.889          | 0.611 | 0.689 |
| X2_5 | 0.672          | 0.905          | 0.739 | 0.670 |
| X2_6 | 0.723          | 0.887          | 0.708 | 0.679 |
| Y.2  | 0.663          | 0.649          | 0.899 | 0.785 |
| Y.3  | 0.707          | 0.692          | 0.894 | 0.779 |
| Y.4  | 0.763          | 0.798          | 0.888 | 0.756 |
| Y.5  | 0.667          | 0.652          | 0.864 | 0.760 |
| Z.1  | 0.765          | 0.822          | 0.718 | 0.852 |
| Z.2  | 0.754          | 0.661          | 0.799 | 0.921 |
| Z.5  | 0.708          | 0.633          | 0.809 | 0.903 |

The table above shows that value Outer Loading each indicator of the variable is already higher than its relationship to the constructs of other variables. The calculation results Fornell-Larker Criterion and Cross Loading above shows that the validity of the research referenced from discriminate validity show its validity. The results of previous calculations show that the research has shown its validity through testing Convergent Validity and Discriminant Validity.

A reliability test is conducted to assess the stability of an indicator by utilizing criteria such as Cronbach's alpha and composite reliability, with a minimum criterion value of 0.6.

Table 4. Reliable Test Value

|                  | Cronbach's Alpha | Composite Reliability |
|------------------|------------------|-----------------------|
| Leadership       | 0.884            | 0.920                 |
| Work motivation  | 0.941            | 0.953                 |
| OCB              | 0.909            | 0.936                 |
| Job satisfaction | 0.872            | 0.922                 |

According to the table, all variables have a Cronbach's alpha value and a composite variable value more than 0.6. Therefore, it may be inferred that all constructions exhibit satisfactory dependability, since they meet the minimal value threshold.

The test for the coefficient of determination (R<sup>2</sup>). The grouping of R-square consists of three types. An R-square value of 0.75 is considered strong, while an R-square value of 0.50 is considered moderate, and a value of 0.25 is considered poor. The source cited is Hair et al. (2010).

Table 5. Processing Value of Determination Coefficient Test

|                  | R Square | R Square Adjusted |
|------------------|----------|-------------------|
| OCB              | 0.786    | 0.770             |
| Job satisfaction | 0.739    | 0.727             |

From the table above, the value of R-square for the Job Satisfaction variable is 0.739 (73.9%), this value can be explained by service factors which include X<sub>1</sub> (leadership) and X<sub>2</sub> (work motivation) of 73.9% while the remaining 26.1% is explained by other variables outside the model. R-value square variable OCB is 0.786 (78.6%), this value can be explained by a factor in the OCB variable of 78.6% while the remaining 21.4% is explained by other variables outside the model. So it can be said that the R Square in the Job Satisfaction and OCB variables is strong because it is in the range of 0.75 (Hair et al, 2010).

Table 7 Management Value Path Coefficient

|                | X <sub>1</sub> | X <sub>2</sub> | Y     | Z     |
|----------------|----------------|----------------|-------|-------|
| X <sub>1</sub> |                |                | 0.124 | 0.551 |
| X <sub>2</sub> |                |                | 0.228 | 0.356 |
| Y              |                |                |       |       |
| Z              |                |                | 0.585 |       |

Based on test results path coefficient explained as follows: The correlation coefficient between leadership factors and OCB is 0.124, indicating a favorable relationship. The correlation coefficient between leadership factors and work satisfaction is 0.551, indicating a favorable impact. The correlation coefficient between work motivation characteristics and OCB is 0.228, indicating a favorable impact. The correlation between work motivation and job satisfaction is 0.356, indicating a favorable impact. The correlation coefficient between work satisfaction measures and OCB is 0.585, indicating a favorable impact.

Hypothesis testing.

In PLS, testing of each relationship is carried out using a simulation method bootstrapping against the sample. This test aims to minimize the problem of abnormal research data. Calculations can be made based on the influence of the direct effect hypothesis test and the indirect effect hypothesis test



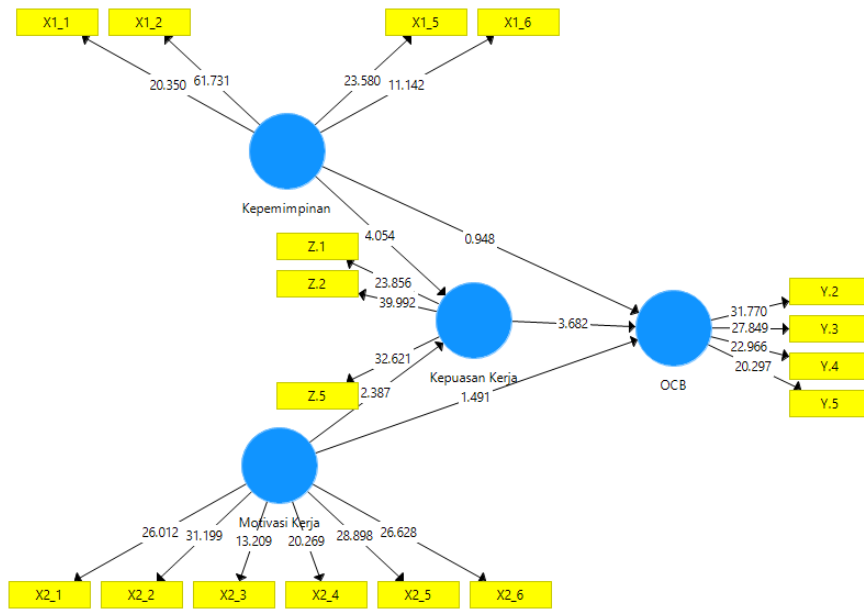


Figure 1. Path diagram on the theoretical research model

Tabel 8 Path Coefficient Hipotesis Value

|                     | (O)   | (M)   | Standard deviation | T Statistics | P Values |
|---------------------|-------|-------|--------------------|--------------|----------|
| $X_1 \rightarrow Z$ | 0.551 | 0.563 | 0.136              | 4.054        | 0.000    |
| $X_1 \rightarrow Y$ | 0.124 | 0.115 | 0.131              | 0.948        | 0.344    |
| $Y \rightarrow Z$   | 0.585 | 0.582 | 0.159              | 3.682        | 0.000    |
| $X_2 \rightarrow Z$ | 0.356 | 0.346 | 0.149              | 2.387        | 0.017    |
| $X_2 \rightarrow Y$ | 0.228 | 0.243 | 0.153              | 1.491        | 0.137    |

The table presented above displays the outcomes of the Partial Least Squares Structural Equation Modeling (PLS SEM) computations, which indicate the relationships between variables. If the p-value is less than 0.05, it indicates a direct impact and implies acceptance of the offered alternative hypothesis.

Tabel 9 Indirect Effect

|                                   | (O)   | (M)   | Standard deviation | T Statistics | P Values |
|-----------------------------------|-------|-------|--------------------|--------------|----------|
| $X_1 \rightarrow Z \rightarrow Y$ | 0.323 | 0.333 | 0.135              | 2.387        | 0.017    |
| $X_2 \rightarrow Z \rightarrow Y$ | 0.208 | 0.196 | 0.095              | 2.192        | 0.029    |

## DISCUSSION

Based on the test findings, it has been demonstrated that leadership does not have a substantial impact on OCB. Therefore, hypothesis H1 is rejected. This study demonstrates that leadership does not have a significant impact on OCB. The OCB of the Komite Nasional Pelestarian Kretek (KNPK) would remain unaffected by the quality of its leadership, whether it is good or bad. This may be attributed to the fact that KNPK had three leadership changes within a span of five years. This results in employees often adjusting to

changing bosses. The findings of this study align with the earlier research performed by Juniarta et al., (2016) that indicates that leadership does not have a substantial impact on OCB. The findings of this study suggest that the effective or ineffective implementation of leadership in a company has no impact on OCB.

Based on the test findings, it has been demonstrated that work motivation does not have a substantial impact on OCB. Therefore, hypothesis H2 is rejected. This study demonstrates that job motivation does not have a significant impact on OCB. Therefore, the level of motivation among employees in Komite Nasional Pelestarian Kretek (KNPK) will have no impact on its OCB. This is because employees do not work based on intrinsic motivation, the need for recognition, or the drive to improve. However, just for the purpose of fulfilling the obligations and tasks expected of an employee inside the KNPK organization. The findings of this study align with the prior research done by Alif (2015), which concluded that job motivation does not have a substantial impact on OCB. The research findings indicate that job incentive elements do not have an impact on OCB.

The findings of the hypothesis testing confirm that work satisfaction has a considerable and positive impact on OCB. Therefore, hypothesis 3 (H3) is accepted. This study demonstrates that work satisfaction is a significant determinant of OCB. Greater employee work satisfaction at Komite Nasional Pelestarian Kretek (KNPK) leads to increased encouragement of OCB. Conversely, a decrease in job satisfaction will result in a reduction in OCB. This is due to the alignment between the job, remuneration, and co-worker support aspects and the expectations of Komite Nasional Pelestarian Kretek (KNPK) personnel. The impact of job satisfaction in affecting OCB has been shown by a number of prior research such as Raditya & Rahardja (2018) and A. Charmiati & Surya (2019). This assertion posits that there is a positive correlation between job happiness and OCB, such that higher levels of job satisfaction are associated with increased OCB.

Hypothesis 4 (H4) has been validated by testing, demonstrating that leadership has a substantial and favorable impact on work satisfaction. Therefore, hypothesis 4 (H4) is accepted. This study demonstrates that leadership is a significant determinant of work happiness. Effective leadership applied to employees at the Komite Nasional Pelestarian Kretek (KNPK) institutions would positively influence job satisfaction and promote its growth. And vice versa, if the leadership is not in accordance with employee expectations, it will reduce job satisfaction at the Komite Nasional Pelestarian Kretek (KNPK) institutions. This is because leaders are generally able to direct employees in carrying out work and have good communication skills with employees in accordance with employee expectations.

Previous research, like those conducted by Rumawas (2015), Suprpta et al. (2015), and Arianto (2018), have established the significant impact of leadership on work satisfaction. This statement posits that there is a positive correlation between the quality of leadership within an organization and the amount of work satisfaction experienced by its members.

The findings of testing hypothesis 5 (H5) have confirmed that work motivation has a positive and substantial impact on job satisfaction. Therefore, hypothesis 5 (H5) is accepted. This study demonstrates that a higher level of work motivation provided by the corporation to its employees would effectively promote an elevation in job satisfaction at the Komite Nasional Pelestarian Kretek (KNPK) institutions. And vice versa, if motivation does not match employee expectations, it will reduce job satisfaction at the Komite Nasional Pelestarian Kretek (KNPK) institutions. This is because a good and conducive work environment and strong motivation in developing the organization are in line with employee expectations. Prior research, conducted by Sekartini (2016), Sukidi & Wajdi (2017), and Ardianti et al., (2018), has established the significant impact of work motivation on job satisfaction. This statement posits that there is a direct correlation between the level of employee motivation and job happiness. Specifically, it suggests that as employee motivation increases, job satisfaction also increases.

Hypothesis 6 (H6) testing findings demonstrate that work satisfaction plays a substantial role in mediating the impact of leadership on OCB. The findings of this study highlight that implementing suitable leadership strategies that align with employee expectations can foster work happiness. Higher job satisfaction among employees correlates with increased productivity and influences the occurrence of OCB. This is corroborated by prior studies done by Purwaningsih (2015) and Nurhidayati et al. (2021), which asserted that there exists a correlation between leadership and OCB mediated by work satisfaction.

Hypothesis 7 (H7) testing findings indicate that job satisfaction plays a substantial role in mediating the impact of work motivation on OCB. The findings of this study highlight that implementing appropriate work incentive strategies that align with employee expectations can foster job happiness. Enhanced employee satisfaction leads to increased productivity and influences the occurrence of OCB. Previous studies conducted by Mariatin & Supriyantini (2014), Poniasih (2015), Widayanti & Farida (2016), and Khazamah et al. (2021) have provided support for the notion that job satisfaction has a positive and significant impact on OCB when mediated by work motivation.

## **CONCLUSIONS AND RECOMMENDATIONS**

The objective of this study was to ascertain the influence of leadership and job motivation on OCB. From the findings of the investigation, it is possible to derive many conclusions. Leadership does not exert a substantial influence on OCB. The implementation of leadership, whether it is good or bad, does not have an impact on OCB. There is no notable impact of job motivation on OCB. The amount of employee motivation at work does not influence OCB. Job happiness has a direct and substantial impact on OCB. A higher level of employee job satisfaction leads to an increased likelihood of engaging in OCB. The impact of leadership on job happiness is both positive and substantial, since the quality of leadership directly influences employee contentment. Work motivation exerts a favorable and substantial impact on job satisfaction. Employees experience satisfaction in their work when they possess intrinsic

motivation. Job satisfaction has a crucial role in mediating the impact of leadership on OCB. Enhanced employee satisfaction leads to increased productivity and influences OCB. Job satisfaction plays a crucial role in linking work motivation to OCB. Employees who possess appropriate work motivation and meet their objectives are more likely to experience job satisfaction. When employees experience high levels of job satisfaction, it becomes significantly easier to foster positive attitudes towards OCB. The findings of this study offer practical insights that can guide managers in formulating effective leadership tactics, fostering high levels of job motivation, and cultivating a work climate conducive to employee happiness. Implementing these implications can enhance employee engagement in OCB, hence positively influencing the overall performance and efficiency of the Komite Nasional Pelestarian Kretek (KNPK).

### FURTHER STUDY

The limitations that were identified from this study were in this research measurement OCB is carried out in an integrated manner without differentiation based on type, that is, not differentiated between Organizational Citizenship Behavior towards Individuals (OCB-I) and Organizational Citizenship Behavior Organization (OCB-O).

Organizational Citizenship Behavior towards Individuals (OCB-I) is OCB carried out by an employee addressed to individuals in the organization, colleagues or supervisors. Organizational Citizenship Behavior towards Organization (OCB-O) is OCB performed by an employee aimed at the organization as a whole, for example maintaining company assets, following company rules and so on. Thus for further research it is recommended that in measurement OCB can be distinguished by type.

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