



Organizational Citizenship Behavior (OCB) Based on Leadership Style and Organizational Culture with Organizational Commitment as an Intervening Variable

Dwi Gemina¹, Erni Yuningsih², Adistiasari Kencana Putri³
Faculty of Economic and Business Djuanda University, Indonesia

Corresponding Author: Adistiasari Kencana Putri, tyaaadistyaasr@gmail.com

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ABSTRACT

Organizational Citizenship Behavior (OCB) plays an important role in enhancing company effectiveness, with employees working to their fullest potential, greatly benefiting the company. This study aims to identify and analyze the direct and indirect effects of leadership style and organizational culture on OCB through organizational commitment as an intervening variable. The population in this study consists of 52 employees. Sampling was conducted using a saturation sampling method with a total sample of 52 employees. The data used in this study is ordinal data, which was converted into metric interval-scale data using the Method of Successive Interval (MSI). Data analysis includes descriptive and verificative methods, as well as Path Analysis and the Sobel Test for the intervening variable. The results show a direct and positive effect of leadership style on organizational commitment, organizational culture on organizational commitment, leadership style on OCB, organizational culture on OCB, and organizational commitment on OCB. Additionally, there is an indirect and positive effect of leadership style on OCB through organizational commitment, and organizational culture on OCB through organizational commitment

INTRODUCTION

Every employee undoubtedly has their own specific duties and responsibilities. Beyond these assigned tasks, employees may voluntarily undertake additional duties and contribute to the company's objectives in a more optimal manner. This behavior is also known as extra-role behavior or organizational citizenship behavior (OCB). Ashlan & Akmaluddin (2022) posit that successful organizations require employees who will go beyond their ordinary duties, exceed expectations, and be willing to undertake tasks not explicitly outlined in their job descriptions. Mahayasa and Suartina's (2019) research found that OCB indeed predicts various criteria for organizational effectiveness in achieving organizational goals. OCB can be a crucial factor that companies should pay attention to, as employees exhibiting OCB will strive to work to the best of their ability for the company. Colquitt (2019) explains that OCB is voluntary employee behavior that contributes to the company with the aim of enhancing organizational performance. Indicators of OCB include altruism, courtesy, sportsmanship, voice, civic virtue, and boosterism.

A preliminary survey conducted on 30 employees revealed that 41% of employees exhibited suboptimal OCB. A significant 63% did not demonstrate altruism by not always assisting colleagues in difficult situations, 13% lacked courtesy by not maintaining optimal relationships with coworkers, 23% did not exhibit sportsmanship by failing to take a positive outlook on various company situations, 70% were inactive in providing suggestions to the company, and 36% did not support or defend the company regarding its actions and policies. In practice, OCB requires supporting factors within the organization. According to Organ et al. (2006) there are two categories of factors that induce an increase in OCB: 1) internal factors, for example job satisfaction, commitment to the organization, employees' willingness, and self-drive; and 2) external factors such as leadership behaviors, trust towards the leader and the culture of the organisation. By focusing on the needs and aspirations of subordinates and providing strong motivation, leaders can increase the willingness of organizational members to contribute beyond formal tasks. According to Kartono (2018), leadership style refers to the traits, habits, temperament, character, and personality that distinguish a leader in their interactions with others. Indicators of leadership style include decision-making ability, motivational ability, communication skills, control over subordinates, and emotional control. A preliminary survey conducted to assess leadership styles in the company revealed that 40% of employees felt that the leader's style was less than optimal, especially in controlling subordinates. Twenty percent stated that supervisors had not met the indicator of decision-making ability because they were unable to make the right decisions, 76% stated that supervisors had not met the indicator of motivational ability because they lacked the ability to motivate and set a good example, 83% stated that supervisors were unable to meet the indicator relative to the ability to supervise subordinates because they were unable to control employee behavior, and 13% stated that supervisors lacked the ability to regulate their emotions. because they were unable to control their emotions in stressful or pressured situations.

Organizational culture also has a positive influence on employee behavior, including the willingness to improve company performance. Afandi (2018) defines organizational culture as a pattern of basic assumptions that a group invents or develops in learning to cope with its problems of external adaptation and internal integration, and that has worked well enough to be considered valid and, therefore, to be taught to ¹ new members as the correct way to perceive, think, feel, and behave. Indicators ² of organizational culture include the implementation of norms, values, beliefs, and ethics. Company work hours regulations must be followed and obeyed by all employees. The average daily employee tardiness in 2022 was 31.34 minutes, while the average monthly tardiness was 754.75 minutes. The highest tardiness occurred in May, with an average of 1,316 minutes per month or 65.7 minutes per day, while the lowest occurred in June, with 136 minutes per month or 5.44 minutes per day. This indicates that the company's organizational culture in upholding norms is still not optimal.

Organizational commitment also plays a role in shaping OCB. Members who are emotionally or normatively attached to the organization are more motivated to make additional contributions to the organization's success, even beyond formal responsibilities. According to Busro (2018), organizational commitment is an individual's willingness, awareness, and sincerity to remain attached to an organization, demonstrated by effort, determination, and belief in achieving the shared vision, mission, and goals. Organizational commitment can be measured using indicators such as affective commitment, continuance commitment, and normative commitment. One dimension of organizational commitment, normative commitment, involves certain behaviors to meet goals and can be observed through the achievement of company-set targets by employees. Company targets have not been met by employees. The difference between sales targets and realizations is quite significant, with targets only being met in March and June 2022. In March 2022, the sales target was 110 units, with a realization of 115 units, or 105% of the target. In June 2022, the sales target was 115 units, with a realization of 117 units, reaching 102% of the target. In other months, sales realization did not meet the target, indicating a lack of organizational commitment from employees to achieve company goals.

Based on the background presented, it is suspected that Organizational Citizenship Behavior (OCB) has not been optimally achieved due to suboptimal leadership styles, organizational culture, and organizational commitment. Therefore, researchers are motivated to discuss this issue in the form of research. This research is also motivated by a research gap in previous studies. These two studies were conducted with the same variables, but in different research locations and times. Mahmuda's research (2020) found that organizational commitment mediated the influence of organizational culture on OCB, while organizational commitment did not mediate the influence of leadership style on OCB. In contrast to the research conducted by Sutrisno (2021), leadership style and organizational culture had an indirect effect on OCB through organizational commitment. The purpose of this research is to know and analyze the direct and

indirect effects of leadership style and organizational culture on organizational citizenship behavior through organizational commitment.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is defined as employee voluntary actions that contribute to organizational goals beyond normal job requirements (Colquitt, 2019). OCB is shaped by a combination of internal and external factors. Intrinsic factors, such as individual characteristics like personality and motivation, as well as job satisfaction and organizational commitment, play a significant role. External factors, such as leadership approach, faith in leadership, and corporate culture, also influence OCB. (Organ et al., 2006). The indicators that influence OCB are altruism, courtesy, sportsmanship, voice, civic virtue, and boosterism (Colquitt, 2019).

Leadership Style

Leadership style refers to the qualities, habits, temperament, character, and personality that distinguish one leader from another in interacting with others (Kartono, 2018). Several factors influence leadership behavior: organizational environment, organizational culture, organizational structure, organizational size, and industry; leader personality; self-confidence, empathy, integrity, and charisma; and team member characteristics; readiness or maturity, skills and experience, and team diversity (Suiraoaka et al., 2023). Indicators of leadership style include decision-making ability, motivational ability, communication ability, ability to control subordinates, and emotional control ability (Kartono, 2018).

Organizational Culture

Organizational culture is a pattern of basic assumptions that a group invents, discovers, or develops as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, feel, and behave (Afandi, 2018). Several factors influence organizational culture, including leadership, discipline, organizational relationships, and communication (Afandi, 2018). Indicators of organizational culture include the implementation of norms, values, beliefs, and the implementation of a code of ethics (Afandi, 2018).

Organizational Commitment

Organizational commitment is a manifestation of willingness, awareness, and sincerity of a person to be bound and always be in an organization, which is described by the magnitude of effort, determination, and belief in achieving a common vision, mission, and goals (Busro, 2018). The factors that form organizational commitment are background factors; family, education, and environment, individual factors; willingness (determination), and responsiveness, organizational factors; motivation, leadership, and organizational culture (Wahyudi & Salam, 2020). Organizational commitment can be measured using indicators such as affective commitment, continuance commitment, and normative commitment (Busro, 2018).

HYPOTHESIS DEVELOPMENT

Implementing the right leadership style strengthens commitment, while ineffective leadership decreases team commitment and involvement. When employees perceive their leaders as reliable and consistent in their actions and decisions, they tend to be more committed to the organization. Ismail, Asmawi, & Widodo (2020) found that leadership style has a direct positive influence on organizational commitment. This research indicates that increased organizational commitment can be achieved by implementing the right leadership style.

The stronger and more positive the organizational culture, the higher the level of employee commitment. A strong culture helps members feel connected to the organization's values, goals, and identity. When employees feel that the organizational culture aligns with their personal values, they will be more committed to supporting and contributing to organizational goals. Suradi (2019) showed that organizational culture has a positive and significant influence on organizational commitment. Therefore, increasing organizational commitment can be achieved by strengthening organizational culture.

Leaders who build strong relationships with team members can increase motivation and encourage employees to contribute beyond expectations. When leaders adapt their leadership styles to meet various needs and situations, it will further increase OCB. Marbun (2023) found a significant influence of leadership style on OCB. Research findings show that the better the quality of a leader's leadership style, the higher the level of OCB exhibited by employees.

A supportive and inclusive culture that prioritizes the well-being of team members tends to increase OCB by encouraging employees to go beyond their formal duties. Reyfaldi, et al. (2023) found that organizational culture has a positive and significant influence on OCB. To encourage higher levels of OCB, companies need to maintain a coherent and effective organizational culture.

When employees demonstrate strong organizational commitment, it goes hand-in-hand with the emergence of OCB within them. Commitment to shared organizational goals encourages individuals to engage in voluntary behaviors that support the organization. Danubrata and Khasanah (2021) showed a positive influence between organizational commitment and OCB. Research findings indicate that the higher the organizational commitment of employees, the better their OCB will be.

Leadership style inspires employees, provides clear direction, and creates emotional bonds within teams, which often leads to increased organizational commitment. Employees with higher commitment tend to exhibit OCB by actively participating in the company's progress. Thus, through the mediation of organizational commitment, leadership style can indirectly influence the level of OCB among employees. Sutrisno (2021). This study found that leadership style and organizational culture influence OCB through organizational commitment. A strong organizational culture that instills values such as cooperation, recognition of voluntary contributions, and loyalty to the organization tends to increase employees' organizational commitment.

High levels of organizational commitment can then motivate employees to demonstrate OCB. Thus, through the mediation of organizational commitment, organizational culture can indirectly influence the level of employees' OCB. Ambarwati, et al. (2024) showed significant results for the variable of organizational culture on OCB through organizational commitment. Based on expert opinions and previous research, the following hypotheses are proposed: **H1**: Leadership style is hypothesized to have a direct, positive, and significant influence on organizational commitment. **H2**: Organizational culture is hypothesized to have a direct, positive, and significant influence on organizational commitment. **H3**: Leadership style is hypothesized to have a direct, positive, and significant influence on OCB. **H4**: Organizational culture is hypothesized to have a direct, positive, and significant influence on OCB. **H5**: Organizational commitment is hypothesized to have a direct, positive, and significant influence on OCB. **H6**: Leadership style is hypothesized to have an indirect, positive, and significant influence on OCB through organizational commitment. **H7**: Organizational culture is hypothesized to have an indirect, positive, and significant influence on OCB through organizational commitment. The following is the conceptual framework of this study:

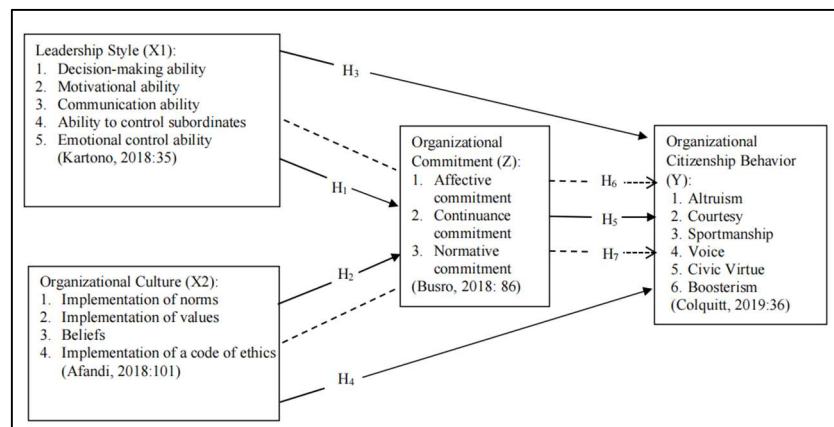


Figure 1. Conceptual Framework

METHODOLOGY

The research design used is descriptive and verificative with a quantitative approach using path analysis and Sobel test for the influence of intervening variables. This research uses exogenous and endogenous variables. The research sample uses saturated sampling with a sample size of 52 employees at PT. Jayamandiri Gemasejati Bogor. The data sources used in this study are primary and secondary data. Data collection techniques in this study include: 1.) Field studies in the form of: Interviews, Questionnaires, Observations; 2.) Literature review. The techniques used in this study include validity testing, reliability testing, classical assumption testing, correlation coefficient calculation, hypothesis testing (t-test and Sobel test) with the help of IBM SPSS 27 software.

RESULT

Employee Characteristics and Employee Responses

PT. Jayamandiri Gemasejati Bogor is a branch of PT. Jayamandiri Gemasejati Motor Group, which is an official dealer and operationally runs the Yamaha automotive retail business. The company has 52 employees with the majority being male at 67%, aged 17-25 years at 43%, with a high school/vocational school education at 92%, with a length of service of 2-5 years at 58%, and the majority of employees earning Rp 1,000,000-Rp 2,000,000/month at 83%. A summary of the employee response scores to the research variables can be seen in the following figure:

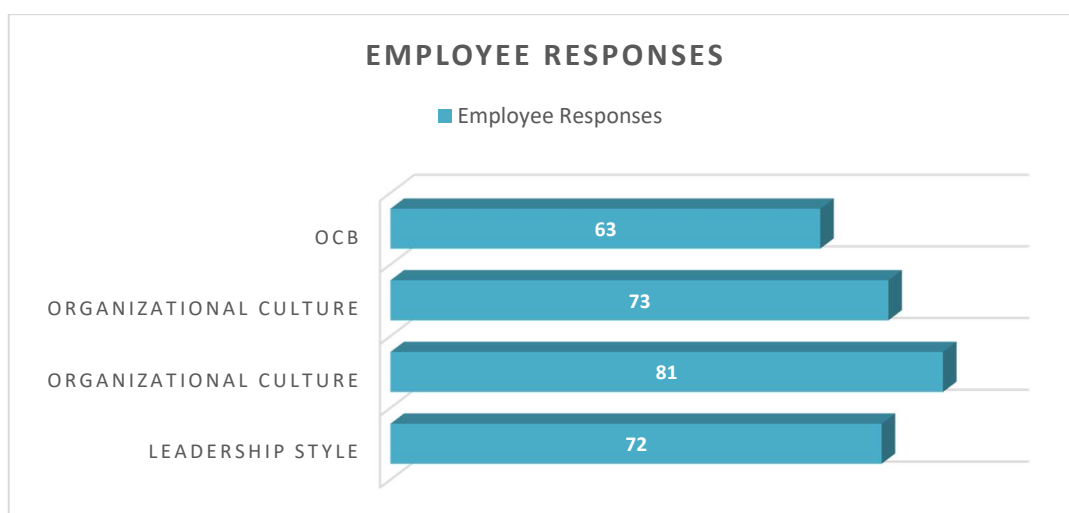


Figure 2. Employee Responses to Research Variables
Source: Processed Data, 2024

72% of employees stated that leadership style is categorized as good, demonstrated by the supervisor's ability to control emotions and communicate positively in the face of pressure or conflict, thus creating a positive work environment. 81% of employees stated that organizational culture is categorized as strong, demonstrated by employee behavior that applies a culture of trust in the company. 73% of employees stated that organizational commitment is categorized as high, demonstrated by employees' feelings of attachment to the company, resulting in employees having a sense of obligation to work well in the company. 63% of employees stated that OCB is categorized as sufficient, demonstrated by employees maintaining good relationships with other colleagues, thus creating strong relationships among employees.

Validity, Reliability and Classical Assumption Test

The questionnaire items were found to be valid if they have a minimum value of 0.3, following Sugiyono (2018) items with a total correlation above 0.3 were considered valid, while those below 0.3 were excluded from further analysis. The results of the validity test for leadership style, organizational culture, organizational commitment, and OCB variables have r values ≥ 0.30 , so all items are declared valid.

Reliability test shows how far the measuring instrument can be trusted through multiple measurements of the same phenomenon with the same

measuring instrument. As outlined by Sugiyono (2018), a reliable instrument has an alpha of 0.6 or higher. Results of the reliability test show that each variable has a Cronbach's Alpha value greater than or equal to 0.6. This indicates that all instruments for each variable in this study are considered reliable.

This research model has met all the classical assumptions, namely: 1) results of the data test show a normal distribution with a significance level of 0.200, indicating that the significance level is greater than 0.05; 2). Based on the results of the first and second equations, that the VIF value is less than 5 and the tolerance value is greater than 0.05, it can be concluded that there is no multicollinearity problem in the regression model; 3) Based on the data test results, the data points on the scatterplot are randomly scattered without a clear pattern, both above and below the zero line on the Y-axis, indicating that there is no heteroscedasticity in the regression model.

Path Analysis

Table 1. Results of Path Analysis Influence Coefficient

Variables		Path Coefficient		
<i>Exogenous</i>	<i>Endogen</i>	Direct	Indirect	Total
Leadership style (X1)	Organizational commitment (Z)	0.333		
Organizational Culture (X2)	Organizational commitment (Z)	0.455		
Leadership style (X1)	Organizational citizenship behavior(Y)	0.336	0.123	0.459
Organizational culture (X2)	Organizational citizenship behavior(Y)	0.333	0.168	0.501
Organizational commitment (Z)	Organizational citizenship behavior(Y)	0.370		

Source: Processed Data, 2024

The results produced an R value of 0.746, indicating a strong correlation or relationship between the exogenous variables, namely leadership style and organizational culture, and the endogenous variable, organizational commitment, within the range of 0.60-0.79. The R Square value of 0.557 means that the contribution of the influence of leadership style and organizational culture variables on organizational commitment is 55.7%. Meanwhile, 54.3% of organizational commitment is influenced by other factors not examined in the study (residual). The PZε value is 0.665 based on the calculation using the following formula:

$$P_{z\varepsilon} = \sqrt{1 - R^2} = 0,665$$

From the results of the path analysis, the first path equation is obtained:

$$Z = 0,333X_1 + 0,455X_2 + 0,665$$

1. The standardized beta coefficient of the leadership style variable is 0.333 or 33.3%, which is the weight of the direct influence of the leadership style variable on organizational commitment. This means that every increase in the leadership style variable will increase the organizational commitment variable by 0.333 or 33.3%, assuming that the other independent variables remain constant.
2. The standardized beta coefficient of the organizational culture variable is 0.455 or 45.5%, which is the weight of the direct influence of the organizational culture variable on organizational commitment. This means that every increase in the organizational culture variable will increase the organizational commitment variable by 0.455 or 45.5%, assuming that the other independent variables remain constant.

Furthermore, the R value of 0.941 indicates a very strong correlation or relationship between the exogenous variables, namely leadership style, organizational culture, and organizational commitment, and the endogenous variable, OCB, within the range of 0.80-1.00. The R Square value of 0.886 means that the contribution of the influence of leadership style, organizational culture, and organizational commitment variables on OCB is 88.6%. Meanwhile, 11.4% of OCB is influenced by other factors not examined in the study (residual). The $P_{Y\varepsilon}$ value is 0.665 based on the calculation using the following formula:

$$P_{Y\varepsilon} = \sqrt{1 - R^2} = 0,665$$

From the results of the path analysis, the second path equation is obtained:

$$Y = 0,336X_1 + 0,333X_2 + 0,370Y + 0,338$$

1. The standardized beta coefficient of the leadership style variable is 0.336 or 33.6%, which is the weight of the direct influence of the leadership style variable on OCB. This suggests that as leadership quality improves, employees are more likely to engage in OCB by 0.336 or 33.6%, assuming that the other independent variables remain constant. The unstandardized standard error shows the indirect effect of leadership style on OCB through organizational commitment of 0.123 or 12.3%. In addition, the total effect (total effect) of the direct and indirect influence of the leadership style variable on OCB through organizational commitment is 0.459 or 45.9%.
2. The standardized beta coefficient of the organizational culture variable is 0.333 or 33.3%, which is the weight of the direct influence of the organizational culture variable on OCB. This means that every increase in the organizational culture variable will increase the OCB variable by 0.333 or 33.3%, assuming that the other independent variables remain constant. The unstandardized standard error shows the indirect effect of organizational culture on OCB through organizational commitment of 0.168 or 16.8%. In addition, the total effect (total effect) of the direct and indirect

influence of the organizational culture variable on OCB through organizational commitment is 0.501 or 50.1%.

- The standardized beta coefficient of the organizational commitment variable is 0.370 or 37%, which is the weight of the direct influence of the organizational commitment variable on organizational citizenship behavior. This means that every increase in the organizational commitment variable will increase the OCB variable by 0.370 or 37%, assuming that the other independent variables remain constant.

The following is a diagram model and path coefficients in this study:

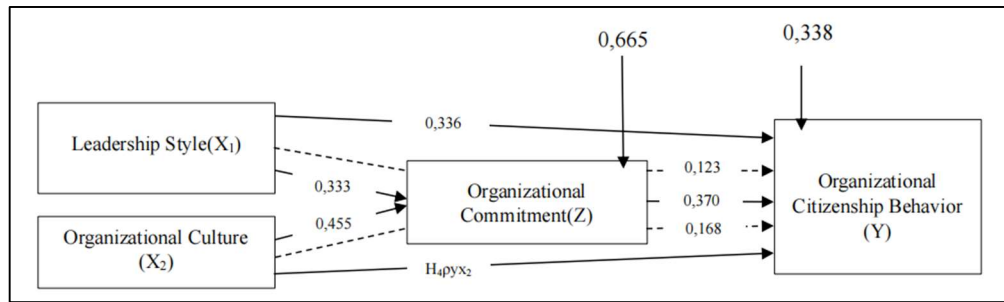


Figure 3. Path Diagram and Coefficients of the Influence of Leadership Style and Organizational Culture on OCB through Organizational Commitment
Source: Processed Data, 2024

The research model diagram is considered valid as the simultaneous hypothesis test achieves more than 50% (Ghozali, 2016). The total effect of this research model is greater than the direct effects of leadership style and organizational culture variables on organizational citizenship behavior through organizational commitment.

t-Test Results (Partial)

Table 2. Partial Hypothesis Testing (t-Test)

Hypothesis	Path Coefficient	count	table	sig	Decision	Result
$\rho_{ZX1} > 0$	0.333	2,166	1,676	0.035	Ha1 accepted	Positive and Significant
$\rho_{ZX2} > 0$	0.455	2,958	1,676	0.005	Ha2 accepted	Positive and Significant
$\rho_{YX1} > 0$	0.336	4,068	1,677	0,000	Ha3 accepted	Positive and Significant
$\rho_{YX2} > 0$	0.333	3,891	1,677	0,000	Ha4 accepted	Positive and Significant
$\rho_{YZ} > 0$	0.370	5,057	1,677	0,000	Ha5 accepted	Positive and Significant

Source: Statistical Data Processing Results with SPSS Version 27.00, 2024

The results of the partial hypothesis testing show that all five alternative hypotheses are accepted and the null hypotheses are rejected, indicating a positive and significant influence of the variables.

Sobel Test

Sobel Test was conducted to examine the mediating effect of variable Y. This test assesses the indirect effect of the exogenous variable (X) on the endogenous variable (Z) through the intervening variable (Y).

Tabel 3. Sobel Test Output Results

a1	a2	b	SEa1	SEa2	SEb
0,194	0,300	0,623	0,089	0,101	0,123

Source: Processed Data, 2024

Note:

a1: Unstandardized Beta of X1 on Z

a2: Unstandardized Beta of X2 on Z

b: Unstandardized Beta of Y on Z

SEa1: Standard error of coefficient of path X1 on Z

SEa2: Standard error of coefficient of path X2 on Z

SEb: Standard error of coefficient Y on Z

1. The influence of leadership style on OCB through organizational commitment

$$Z = \frac{ab}{\sqrt{(b^2 SEa^2)+(a^2 SEb^2)}}$$

$$Z = \frac{0,194 \cdot 0,623}{\sqrt{(0,623^2 \cdot 0,089^2)+(0,194^2 \cdot 0,123^2)}}$$

$$Z = \frac{0,12086}{\sqrt{(0,38812 \cdot 0,00792)+(0,03763 \cdot 0,01512)}}$$

$$Z = \frac{0,12086}{\sqrt{0,003073+0,000568}}$$

$$Z = \frac{0,12086}{\sqrt{0,003641}}$$

$$Z = \frac{0,12086}{0,06034069}$$

$$Z = 2,00$$

The following are the results of the Sobel Test Calculator for the Significance of Mediation to verify the accuracy of the calculations:

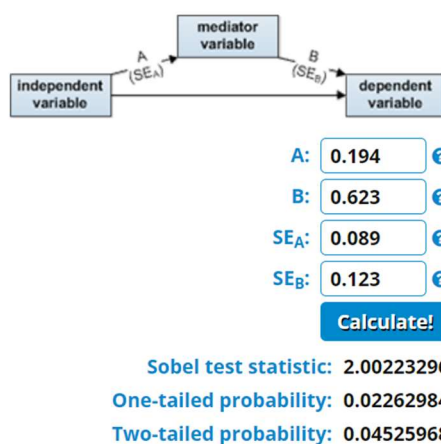


Figure 4. Calculate Sobel Test Results Leadership Style Variables

Source: Output of Sobel Test Calculator for the Significance of Mediation, 2024

The results of the calculation of the statistical value of the Sobel Test obtained a Z_{count} value of 2.00. The Z_{count} value $> Z_{\text{table}}$ ($2.00 > 1.96$), then the results prove that organizational commitment is able to mediate the influence of leadership style on organizational citizenship behavior significantly.

2. The influence of organizational culture on OCB through organizational commitment

$$Z = \frac{ab}{\sqrt{(b^2 SEa^2) + (a^2 SEb^2)}}$$

$$Z = \frac{0,300 \cdot 0,623}{\sqrt{(0,623^2 \cdot 0,101^2) + (0,300^2 \cdot 0,123^2)}}$$

$$Z = \frac{0,1869}{\sqrt{(0,38812 \cdot 0,01020) + (0,09 \cdot 0,01512)}}$$

$$Z = \frac{0,1869}{\sqrt{0,003958 + 0,001360}}$$

$$Z = \frac{0,1869}{\sqrt{0,005318}}$$

$$Z = \frac{0,1869}{0,07292461}$$

$$Z = 2,56$$

The following are the results of the Sobel Test Calculator for the Significance of Mediation to verify the accuracy of the calculations:

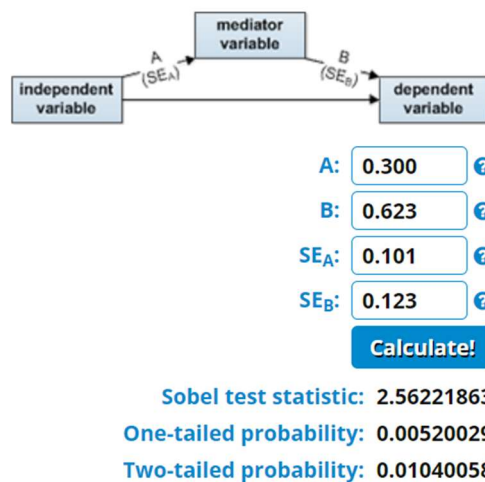


Figure 5 Calculate Sobel Test Results for Organizational Culture Variables

Source: Output of Sobel Test Calculator for the Significance of Mediation, 2024

The results of the calculation of the statistical value of the Sobel Test obtained a Z_{count} value of 2.56. The Z_{count} value $> Z_{\text{table}}$ ($2.56 > 1.96$), then the results prove that organizational commitment is able to mediate the influence of organizational culture on organizational citizenship behavior significantly.

DISCUSSION

H1: Leadership Style Has a Direct Positive and Significant Influence on Organizational Commitment

$t_{\text{count}} > t_{\text{table}}$ (2.166 > 1.677) with a significance of $0.035 < 0.050$. It can be concluded that H_{a1} is accepted and H_{01} is rejected, meaning that leadership style has a direct positive and significant influence on organizational commitment. Leadership style has a significant influence on organizational commitment as leaders serve as role models, guides, and motivators for employees. Supportive, transparent, and fair leadership styles tend to increase employees' trust in their leaders and the organization. When employees feel comfortable in their work environment, they are more likely to be committed to organizational goals. Supervisors are able to control their emotions to create a positive work environment and build strong relationships with employees. This is in accordance with research (Ismail, et al., 2020) the results indicate a significant and positive direct influence of leadership style on organizational commitment. This study reveals that to enhance organizational commitment, it is necessary to implement an appropriate leadership style.

H2: Organizational Culture Has a Direct Positive and Significant Influence on Organizational Commitment

$t_{\text{count}} > t_{\text{table}}$ (2.958 > 1.677) with a significance of $0.005 < 0.050$. It can be concluded that H_{a1} is accepted and H_{01} is rejected, meaning that organizational culture has a direct positive and significant effect on organizational commitment. A strong culture of trust within the workplace fosters deep emotional bonds between employees and the organization, thereby promoting increased organizational commitment. Employees develop a very strong trust in the organization within the work environment. Employees have a clear understanding of the direction the organization wants to achieve, thus believing in the goals the organization wants to achieve and striving to do their best for the organization's success. This is in accordance with research (Suradi, 2019) the results indicate a significant and positive direct influence of organizational culture on organizational commitment. Consequently, enhancing organizational commitment can be achieved through improvements in organizational culture. A strong organizational culture will positively impact the increase of organizational commitment.

H3: Leadership Style Has a Direct Positive and Significant Influence on Organizational Citizenship Behavior

$t_{\text{count}} > t_{\text{table}}$ (4.068 > 1.677) with a significance of $0.000 < 0.050$. It can be concluded that H_{a1} is accepted and H_{01} is rejected, meaning that leadership style has a direct positive and significant effect on *organizational citizenship behavior*. A supportive leadership style can foster strong emotional bonds between employees and the organization, thereby encouraging employees to demonstrate voluntary contributions beyond formal duties that can advance the company. Supervisors provide constructive feedback and assist employees in performing their jobs. Supervisors who remain calm and rational in conflict situations tend to view issues from multiple perspectives and strive to understand the positions of all parties involved. This is in accordance with research (Marbun, 2023). The results indicate a significant and positive direct influence of leadership style on

OCB, suggesting that the higher the quality of a leader's leadership style, the higher the level of OCB among individual employees.

H4: Organizational Culture Has a Direct Positive and Significant Influence on Organizational Citizenship Behavior

$t_{count} > t_{table}$ ($3.891 > 1.677$) with a significance of $0.000 < 0.050$. It can be concluded that H_{a1} is accepted and H_{01} is rejected, meaning that organizational culture has a direct positive and significant effect on *organizational citizenship behavior*. When employees feel connected to an organization's goals and values, they are more likely to demonstrate OCB by going above and beyond their formal job duties to advance the company, as they perceive the organization's success as their own. Employees align their behaviors with the organization's values. The company's transparency regarding the use of employees' personal data, which is a matter of employee privacy, is crucial. When employees' confidentiality and privacy are respected and protected, a safe, fair, and trusting work environment is created. This is in accordance with research (Reyfalda et.al, 2023). The results indicate a significant and positive direct influence of organizational culture on OCB. To enhance OCB, companies need to maintain an appropriate organizational culture.

H5: Organizational Commitment Has a Direct Positive and Significant Effect on Organizational Citizenship Behavior

$t_{count} > t_{table}$ ($5.057 > 1.677$) with a significance of $0.000 < 0.050$. So it can be concluded that H_{a1} is accepted and H_{01} is rejected, meaning that organizational commitment has a direct positive and significant effect on *organizational citizenship behavior*. Employees with high organizational commitment tend to feel a moral obligation to help the organization. These employees feel compelled to go beyond their formal duties because they feel a moral responsibility to support the company's progress. Remaining a member of the company is considered the right decision by employees. Employees feel a strong sense of responsibility to perform well in the company and have a high commitment to the company's goals, willing to work hard for the company's success. This is in accordance with research (Zalfa, 2021). There is a significant and positive direct relationship between organizational commitment and OCB. This implies that as employees' level of organizational commitment increases, OCB will also increase.

H6: Leadership Style Has a Positive and Significant Indirect Influence on Organizational Citizenship Behavior Through Organizational Commitment

The calculated Z_{count} value $> Z_{table}$ ($2.00 > 1.96$), then the results prove that organizational commitment is able to significantly mediate the influence of leadership style on organizational citizenship behavior. Organizational commitment serves as a mediator between leadership style and OCB. The decisions made by supervisors typically have a positive impact on the team, making employees feel that staying with the company is the right choice. Supervisors make decisions objectively based on relevant facts and data, rather than personal feelings or assumptions. Employees are grateful for all the support and opportunities provided by the company and feel a moral obligation to reciprocate by being loyal to the company and supporting the organization in ways that go beyond fulfilling formal duties, including actions that are considered OCB. This is in accordance with research (Sutrisno, 2021) found that

both leadership style and organizational culture have a significant and positive influence on OCB, mediated by organizational commitment. When a company can implement an appropriate leadership style and reinforce it with employees' organizational commitment, organizational citizenship behavior will increase.

H7: Organizational Culture Has a Positive and Significant Indirect Influence on Organizational Citizenship Behavior Through Organizational Commitment

The calculated Z_{count} value $> Z_{\text{table}}$ ($2.56 > 1.96$), then the results prove that organizational commitment is able to significantly mediate the influence of organizational culture on organizational citizenship behavior. Organizational commitment serves as a mediator linking organizational culture to OCB. Employees' confidentiality and privacy are highly protected in the workplace, creating a comfortable environment and fostering a sense of responsibility to perform well. When employees' confidentiality and privacy are respected and protected, a safe, fair, and trusting work environment is created. A strong and positive culture enhances employees' attachment to the organization, which subsequently influences employees' tendency to engage in OCB. Highly committed employees feel a personal responsibility to contribute to the organization's success, which motivates them to undertake voluntary actions that help others and support the organization's goals. Supported by Ambarwati et al.'s research (2024), there is a significant positive relationship between organizational culture and OCB, mediated by organizational commitment.

CONCLUSION AND RECOMMENDATION

The research findings indicate that leadership style has a direct and positive influence on organizational commitment, organizational culture on organizational commitment, leadership style on OCB, organizational culture on OCB, and organizational commitment on OCB. Additionally, there is an indirect and positive influence of leadership style on OCB through organizational commitment, and of organizational culture on OCB through organizational commitment. Both leadership style and organizational culture influence employees' OCB. Through organizational commitment as a bridge, these two factors are interconnected. A good leadership style and a positive organizational culture can increase employee commitment, which ultimately encourages employees to demonstrate behavior above and beyond their formal job duties.

Based on the research findings, the company needs to make improvements, such as supervisors providing clear directions, setting task priorities, and effectively monitoring employee performance. Additionally, supervisors must be firm in enforcing company policies. The company should ensure that employees are consistent in implementing norms by conducting regular socialization of company norms involving all employees and ensuring that company leaders always set an example in implementing company norms. The company should provide career development opportunities for employees to try various roles so that employees can develop broader expertise. Additionally, the company should conduct regular salary evaluations to ensure that the salaries provided are competitive with the market and implement a clear and transparent bonus and incentive system to motivate employees. The company should appreciate

employees who provide the best ideas and publicize the best ideas that are realized internally so that all employees can see the contributions of those employees.

FURTHER RESEARCH

A limitation of this study is the relatively small sample size. Furthermore, this research solely focused on leadership style, organizational culture, and organizational commitment, neglecting other potentially influential variables. Future research could enhance the findings by increasing the sample size and incorporating additional variables such as job satisfaction, employee morale, personality traits, and trust in leadership.

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