

## **The Effect of Leadership and Organizational Commitment on Job Satisfaction and Organizational Citizenship Behavior of Employees in the Era of Bureaucratic Reform (Study on the Luwu Regency Government)**

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### **Abstract**

*The research objectives are (1) to analyze the influence of leadership on job satisfaction and employee organizational citizenship behaviour and (2) to analyze the effect of organizational commitment on job satisfaction and employee organizational citizenship behaviour. (3) To analyze the effect of job satisfaction on Employee Organizational Citizenship Behavior. 4) To analyze the indirect effect of leadership and organizational commitment on Employee Organizational Citizenship Behavior through job satisfaction. This study uses a quantitative approach by using primary data through a questionnaire of 374 respondents. The study was conducted from September to April 2022. The data were analyzed using Structural Equation Modeling (SEM) with the help of Amos Version 25. And SPSS Version 25. The results of this study indicate that: (1) Leadership and organizational commitment have a positive and significant effect on satisfaction work. (2) Leadership and job satisfaction have a positive and significant effect on Employee Organizational Citizenship Behavior (3) Organizational commitment have a positive but not significant effect on Employee Organizational Citizenship Behavior. (4) Leadership Commitment and positive and significant effect on Organizational Citizenship Behavior of Employees through job satisfaction.*

**Keywords:** *Leadership style, organizational commitment, job satisfaction and Organizational Citizenship Behavior*

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### **I. Introduction**

The bureaucratic reform launched by the government is intended to reorganize clean and authoritative governance so that every government institution can make the bureaucracy better, transparent, and accountable. Therefore, bureaucratic reform at this time is one of the main streams to be able to realize good governance. Furthermore, with the issuance of Law Number 32 of 2004 concerning Regional Government and Law Number 33 of 2004 concerning Central and Regional Financial Balance, as well as the issuance of Law Number 25 of 2009 concerning public services aimed at regulating and building trust in the public for public services carried out by public service providers, so that their services become quality and can provide appropriate protection to the community based on norms and legal principles that are currently in effect. Bureaucratic reform aims to realize good governance supported by professional state administrators, free of corruption, collusion, and nepotism and able to improve services to the community so that excellent service is achieved. Because a professional bureaucracy, has integrity and is friendly to change is the goal to be achieved in the implementation of the Bureaucratic Reform of the Luwu Regency Government through firstly realizing professional human resources with system support and competency-based promotion of apparatus as well as obtaining salary allowances and commensurate forms of welfare guarantees. Second, increasing supervision and accountability in realizing good governance, clean, free of corruption, collusion and nepotism. Third, develop service standards and strengthen public service units to improve service quality.

The Luwu Regency Government as an integral part of the flow of government has made various efforts to realize a reliable and professional bureaucratic order by strengthening the system and governance to bring closer and improve public services to improve the welfare and independence of the community to reduce the bad image of the bureaucracy that has been so far. known to be served and undisciplined, even corrupt and silent. To realize better Luwu District governance, various breakthroughs have been made through local government practices and are carried out intelligently to achieve the RPJMD which of course cannot be separated from various descriptions of macro policy fibers contained in the national RPJP to achieve a unanimous vision of Indonesia. . The implementation of the State expenditure budget can be carried out correctly and precisely and is

accountable, so that there is a need for more reliable and quality human resource support (apparatus) in the field of administrative management, to realize infrastructure with the progress that is considered significant in improving the country's economy. This is supported by the opinion of Yoshino and Nakahigashi (2000) and Sahoo, et al. (2010) suggested that infrastructure development can positively and significantly influence economic growth in developing countries.

In realizing the role of an ASN in the Luwu Regency Government, job satisfaction can be seen when rewards are given to apparatus and OPD who have high work performance. To motivate the apparatus to make improvements and improve their performance, the Luwu Regency Government has implemented a reward and punishment system for its apparatus. The reward which means a reward, prize, award, or reward that in the context of management is a tool to increase employee motivation in achieving will be given to officials who have demonstrated their achievements in working for the benefit of the local community. One of the awards that are routinely given is the Regional Financial Management Award (PKD) to the best regional financial managers in the category of schools, regional government partners, villages, revenue treasurers, goods managers, expenditure treasurers/helper expenditure treasurers, financial administration officials, activity technical implementing officials, budget users/budgetary power users and regional work units (OPD) within the Luwu Regency Government. While punishment is defined as a punishment or sanction that is expected to improve and educate for a better direction. The Luwu Regency Government in implementing this is done pedagogically, firmly, and always upholds the objectivity of the assessment of each apparatus. From the data for the period from January to December 2012, the number of officers who were given light rewards was 19 people, 3 people, and heavy 7 people.

Furthermore, for the problem of job satisfaction, it can be integrated with the dimensions of leadership style contingent rewards, which are factors that have a very important role and are closely related to leadership effectiveness. The negative impact of the award factor will result in subordinates being less disciplined, not coming to work, busy with outside work, and not having obedience to superiors. The results of the study Yun, et.al (2007) conducted a study to examine the relationship between transformational and transactional leadership with organizational citizenship behavior and team anti-citizenship behavior mediated by job satisfaction, while transactional leadership has no relationship with TOCB and job satisfaction, but the results of other studies Ghasriki and Mahmoodi (2015) that transactional leadership is significantly related to OCB. Another opinion from Bushra (2011) leadership has a positive influence on job satisfaction and organizational commitment for all measurements of transformational leadership variables (charismatic role modeling, individualized consideration, inspirational motivation, and intellectual stimulation), job satisfaction includes pay, promotion, supervision, work itself and blockers) and organizational commitment includes affective, continuance, and normative commitment. Leaders as one of the most important elements in the organization can determine and direct their subordinates to cooperate and show extra-role behavior, namely being able to develop ethics within the organization. These moral values have spiritual content and can create a sense of wholeness to produce strong organizational commitment according to Usman (2010).

Furthermore, previous research conducted by Ismail, et.al (2012) suggests that there is a positive relationship and relationship between transformational leadership and organizational commitment. And according to Dost and Shaheen (2012) employee, commitment can be increased in the organization. Chowdhury and Deb (2013) in their research found a positive and significant relationship between organizational commitment and Organizational Citizenship Behavior Towards Sustainability (OCBS) of subordinates. Therefore, it is very necessary to have the support of leadership and supervisory factors that can influence the behavior of individuals and groups, as well as have an impact on improving performance in an organization on an ongoing basis. According to Lin et al. (2012) and Moghadam, et.al. (2013) in its implementation transformational leadership has a positive and significant relationship with OCB. In contrast to the results of research by Madhu and Krishan (2005) in their research, they tested the practice of transformational leadership to affect OCB. The results of his research prove that transformational leadership and karma-yoga have a positive effect on altruism, conscientiousness, and courtesy and have a negative effect on civic virtue and sportsmanship. In addition, the empirical opinion is the same as Meihami, e.al (2013) which states that leadership can increase altruism and conscientiousness, weaken civic virtue and have a negative effect on sportsmanship. According to the explanation from Podsakoff, et.al (2000) states that work attitude factors, from task variables and various types of leader behavior, have a strong relationship with employee OCB, this can refer to the empirical study of Organ and colleagues (Bateman & Organ, 1993, Organ, 1988, 1990a; Smith, et al., 1983) in Podsakoff, et al (2000) suggested that there is a positive relationship between job satisfaction, perceived fairness and organizational commitment with OCB. Furthermore, Rastgar, et al (2012) who tested the relationship between Leader-Member Exchanger (LMX) using the five dimensions of OCB stated that there was a positive relationship between LMX and employee OCB, and it is suggested for further research to use other variables that can influence such as job satisfaction. and organizational commitment. The study of Al-Sharafi and Rajani (2012) was able to produce leadership roles, namely modeling the way, inspiring a shared vision, challenging

the process, enabling others to act, and encouraging the heart to influence OCB through mediating organizational commitment.

Therefore, from the results of the differences in existing research (research gaps), which can be developed based on empirical studies and real facts described, the problems in this study were formulated to be tested and analyzed, with the title: The Effect of Organizational Commitment and Job Satisfaction in mediating leadership on the Organizational Citizenship Behavior of Employees in the Era of Bureaucratic Reform (Study on the Luwu Regency Government). In this study, the constructed model can be tested and analyzed in the form of a Structural Equation Model (SEM) with PLS (Partial Least Square) or using the SmartPLS program to provide an explanation of the independent influence of leadership on the dependent variable (OCB) either directly or indirectly through satisfaction mediation. work and organizational commitment of employees in the Luwu Regency Government.

## II. Research Methods

The research approach is a comprehensive way of research covering things that will be done by researchers starting from making hypotheses and their operational implications to the final analysis of the data which is then concluded and given suggestions. A research design states both the structure of the research problem and the plan of investigation that will be used to obtain empirical evidence about the relationships in the problem. This study uses an explanation (explanatory research) namely causality by explaining a relationship between selected studies through hypothesis testing (Ghazali, 2004). This type of research was chosen considering the objectives to be achieved including efforts to explain the relationship and influence that occurs between questionnaires as a primary data collection tool.

Based on the hypothesis in this research design, the variables used in the study were determined. There are four variables, namely leadership variables, organizational commitment, job satisfaction and OCB. Next, determine the instrument based on the research variables and then determine the sample. Data was collected using the methods of observation, interviews and questionnaires. The data collected was processed using quantitative descriptive analysis tools. To test and analyze the direct and indirect effects between the variables in this study as explanatory research using the Structural Equation Modeling (SEM) method through the Analysis Of Moment Structure (AMOS IBM SPSS) program. The sampling method used is the Stratified Proportional Random Sampling technique by taking samples from the existing area and selecting progressively smaller or larger areas. After that, it is then calculated using Random Sampling using the Slovin Formula. The reason for using the multi-stage cluster sampling technique is that not all employees at the Luwu Regency Government are the sample in this study.

## III. Research Result

Based on the empirical model conducted in this study, it is possible to test the proposed hypothesis through path coefficient testing on the structural equation modelling equation modeling. Table 13 is a hypothesis testing by looking at the value, if the p-value is less than 0.05, then the influence between the variables is significant. The test results are presented in the following table:

Table 13. Total Effect, Direct Effect and Indirect Effect Between Variables

No	Variable			P-Value	Direct Effect	Indirect Effect	Total Effect	Description
	Exogenous	Intervening	Endogenous					
H-1	Leadership (X1)	Job satisfaction (Y1)	-	0.000	0.690	-	0.690	Significant
H-2	Organizational Commitment (X2)	Job satisfaction (Y1)	-	0.000	0.268	-	0.268	Significant
H-3	Job satisfaction (Y1)	-	<i>Organizational Citizenship Behavior (Y2)</i>	0.000	0.508	-	0.508	Significant
H-4	Leadership (X1)	-	<i>Organizational Citizenship Behavior (Y2)</i>	0.000	0.491	-	0.491	Significant

H-5	Organizational commitment (X2)	-	Organizational Citizenship Behavior (Y2)	0.717	0.021	-	0.021	Not significant
Indirect Effect Between Variables								
No	Variable			P-Value	Direct Effect	Indirect Effect	Total Effect	Description
	Exogenous	Intervening	Endogenous					
H-6	Leadership (X1)	Job satisfaction (Y1)	Organizational Citizenship Behavior (Y2)	0.000	0.690	4.181	4.871	Significant
H-7	Organizational Commitment (X2)	Job satisfaction (Y1)	Organizational Citizenship Behavior (Y2)	0.009	0.268	2,344	2,612	Significant

Source: 2022 Data Processing Results (Appendix 4).

Of all the hypothesized 10 direct path models there is one direct path that is not significant. The interpretation of table 14 can be explained as follows:

- Leadership has a positive and significant influence on job satisfaction with p-value = 0.000 < 0.05 with a coefficient value of 0.690, the coefficient indicates that an increase in the leadership variable will be followed by an increase in job satisfaction. Thus the first hypothesis is accepted.
- Organizational commitment has a positive and significant effect on job satisfaction with p-value = 0.000 < 0.05 with a coefficient value of 0.268, the coefficient indicates that an increase in the organizational commitment variable will be followed by an increase in job satisfaction. Thus the second hypothesis is accepted.
- Job satisfaction has a positive and significant effect on Organizational Citizenship Behavior with a p-value = 0.000 < 0.05 with a coefficient value of 0.508, the coefficient indicates that an increase in the variable job satisfaction will be followed by an increase in Organizational Citizenship Behavior. Thus the third hypothesis is accepted.
- Leadership has a positive and significant influence on Organizational Citizenship Behavior with a p-value = 0.000 < 0.05 with a coefficient value of 0.491. The coefficient indicates that an increase in the leadership variable will be followed by an increase in Organizational Citizenship Behavior. Thus the fourth hypothesis is accepted.
- Organizational commitment has a positive and insignificant effect on Organizational Citizenship Behavior with a p-value = 0.717 > 0.05 with a coefficient value of 0.021, the coefficient indicates that an increase in the work commitment variable will be followed by an increase in employee performance. Thus the fifth hypothesis is accepted.
- Leadership has a positive and significant influence on Organizational Citizenship Behavior through job satisfaction with p-value = 0.000 < 0.05 with an indirect effect value of 4.181, this coefficient indicates that an increase in leadership will be followed by an increase in Organizational Citizenship Behavior through job satisfaction. Thus the sixth hypothesis is accepted.
- Organizational commitment has a positive and significant effect on operational performance through job satisfaction with p-value = 0.009 < 0.05 with an indirect effect value of 2.344, this coefficient indicates that an increase in organizational commitment will be followed by increasing Organizational Citizenship Behavior through job satisfaction. Thus the sixth hypothesis is accepted.

#### IV. Discussion of Research Results

This discussion will answer the research problems that have been proposed in Chapter I. Based on the results of the significance test, the hypotheses proposed in Chapter III are discussed, whether they are accepted (supported by facts) or rejected, accompanied by an explanation of the empirical and theoretical meanings. The results of the analysis are described and then discussed in their relevance to related theories, previous studies, and empirical facts. From the results of the research, it is hoped that research findings can be disclosed as a basis for further research of the same type

### **The Effect of Leadership on Job Satisfaction The**

results of the study have proven that the leadership variable has a positive and significant effect on satisfaction. This implies that the indicator of the Leadership variable, namely Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individual Consideration, has been carried out well, thereby increasing job satisfaction in the Era of Bureaucratic Reform in the Luwu Regency Government. Theoretically, Robbins (1996:39) suggests that leadership is the ability to influence a group towards the achievement of goals. Siagian (2002:62) argues that leadership is a person's ability to influence other people (subordinates) in such a way that other people want to do the leader's will even though personally it may not be liked by him. Meanwhile, Nimran (2004:64) suggests that leadership is a process of influencing the behaviour of others to behave as desired. The idealized Influence indicator, based on respondents' responses, gives a perception with an average value of 4.31.

This also shows that employees in the Era of Bureaucratic Reform in the Luwu Regency Government are satisfied with the individual attention given by the leader, this result also supports the opinion of Bass (1990) that the high and low ability of leaders in giving individual attention can be seen from the high and low ability leaders in paying individual attention to the need for achievement, in respecting individual differences, and in providing direction to employees.

### **The Effect of Organizational Commitment on Job Satisfaction.**

The results of the study have proven that the variable of organizational commitment has a positive and significant effect on satisfaction. This implies that the indicators of the commitment variable, namely affective commitment, continuance commitment, and normative commitment have been carried out well so that employees are satisfied with what is obtained by the Era of Bureaucratic Reform in the Luwu Regency Government. Organizational commitment has a positive and significant effect on job satisfaction. This shows that the better the implementation of the Organizational Commitment of the Bureaucratic Reform Era in the Luwu Regency Government, the more employee satisfaction will increase. if the organizational commitment felt by the employee is good, the employee will get job satisfaction.

The theory used in the relationship between Organizational Commitment and job satisfaction is the Two Factor Theory proposed by Herzberg (1959) which states that job satisfaction and job dissatisfaction are two different things and have an impact on feedback to employees to the organization. two groups namely satisfies (motivation) and dissatisfies, where satisfies are factors related to the work itself or with results that can be directly obtained from the work, while dissatisfies (hygiene factors) are factors that can cause or prevent job dissatisfaction. . Relation to previous research conducted by Diana Nurul Fidyah, 2019. With the title "Influence of Organizational Culture and Employee Engagement on Employee Performance: Job Satisfaction as Intervening Variable. The similarity is that Organizational Commitment has a significant effect on job satisfaction. However, the difference is in the object of research and the number of samples used.

### **The effect of job satisfaction on Organizational Citizenship Behavior.**

The results of the study have proven that the variable of organizational commitment has a positive and significant effect on satisfaction. This implies that the indicators of job satisfaction variables, namely the work itself, salaries, promotions, supervision, work groups, working conditions and working conditions, have been carried out well so that employees are satisfied with what is obtained in the Era of Bureaucratic Reform in the Luwu Regency Government. . This means that the better the employee feels will affect the increase in Organizational Citizenship Behavior. Based on the model test, it shows that all job satisfaction indicators make a good contribution so that all valid indicators can be seen from the Construct Reliability value of 0.940, as well as the Organizational Citizenship Behavior variable has a valid indicator value with a Construct Reliability value of 0.921 so that in the final model of Structural Equating Modeling obtained the value of Standardized Regression Weight (influence) of 0.508 and a significant level of 0.000, so it can be concluded that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior.

Job satisfaction of employees in the era of bureaucratic reform in the Luwu Regency Government is an emotional attitude that is pleasant and loves their work. Job satisfaction in work is job satisfaction that is enjoyed in work by obtaining good work results, placement, treatment, equipment and work environment atmosphere in Employees in the Era of Bureaucratic Reform in Luwu Regency Government. Satisfaction outside of work is employee job satisfaction that is enjoyed outside of work with the amount of remuneration that will be received from the results of his work so that he can buy his needs. Job satisfaction will be achieved if the needs of employees in the Era of Bureaucratic Reform in the Luwu Regency Government are met through work. Where job satisfaction is a happy emotional state or positive emotion that comes from the assessment of one's work or experience. High job satisfaction will improve employee performance in the organization where they work.

### **The Effect of Leadership on Organizational Citizenship Behavior (OCB)**

The results of the study in table 13 show that the fifth hypothesis can be observed from the results of the SEM analysis, from the table shows that Organizational Commitment has a positive and significant influence on Organizational Citizenship Behavior. This shows that leadership can improve Organizational Citizenship Behavior. This can be proven by the results of the model test showing that all leadership indicators make a good contribution so that all valid indicators can be seen from the Construct Reliability value of 0.946, as well as the Organizational Citizenship Behavior variable has a valid indicator value with a Construct Reliability value of 0.921, so that the model the end of Structural Equating Modeling obtained a direct effect value of 0.491 and a significant level of 0.000, so it can be concluded that leadership has a positive and significant effect on Organizational Citizenship Behavior.

The benefits of having leadership in an organization can make strategic planning well, can develop and marketing products, and get competent employees in their fields. Whether one's leadership is good or not depends on the emotional intelligence possessed by the leader, emotional intelligence can be defined as the ability to assess and express the emotions of oneself and others as a way to facilitate thinking, knowledge and emotional and intellectual growth according to research that has been done by Clarke in Rooney (2010). The results of the research data using simple regression the results are in accordance with the statement above. Based on the results of data analysis, there is a significant influence of leadership on the interest in Organizational Citizenship Behavior (OCB). From the results of the analysis, it is explained that leadership will make a positive contribution to the organizational citizenship behaviour (OCB) of employees in the Era of Bureaucratic Reform of the Luwu Regency Government.

### **The Effect of Organizational Commitment on Organizational Citizenship Behavior (OCB).**

The results of the study in table 13 show that the fifth hypothesis can be observed from the results of the SEM analysis, from the table shows that Organizational Commitment has a positive and insignificant effect on Organizational Citizenship Behavior. This shows that the better the Organizational Commitment, not all employees can implement it properly so that the commitment has not maximally affected Organizational Citizenship Behavior. Guven (2012) explains that organizational citizenship behaviour (OCB) is a form of behaviour that is an individual choice and initiative, not related to the organization's formal reward system but in aggregate increases organizational effectiveness. This means the behavior is not included in the job requirements or job description of the employee so that if it is not displayed, it will not be punished. The results of this study are in accordance with the theory which states that organizational commitment has a direct influence on the success and decline of a company and cannot be separated from the human aspect so that it becomes the main concern of the management control system. Humans tend to be lazy, and less enthusiastic in trying and carrying out a job (Robbins, 2002: 57). This is also supported by research from Djuremi et al (2016) which shows that Organizational Commitment has a positive and significant impact on employee performance.

### **The Influence of Leadership on Organizational Citizenship Behavior Through Job Satisfaction.**

Based on the results of this study indicate that the direct effect of organizational commitment on job satisfaction has a direct effect value of 0.268. To test the indirect effect of commitment to Organizational Citizenship Behavior through job satisfaction using the Sobel Test Calculator for the Significance of Mediation, the test obtained an indirect effect value of 2,344 with a significance level of 0.009. This means that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior through job satisfaction. This shows that the job satisfaction variable is able to mediate Organizational Commitment to Organizational Citizenship Behavior with a total effect value of 2.344 (0.268 + 2.344). (indirect effect) is significant. This means that job satisfaction is a variable that can mediate the effect of organizational commitment on the Organizational Citizenship Behavior of employees in the Era of Bureaucratic Reform in the Luwu Regency Government.

Theoretically, Robbins and Judge (2013) argue that to be a good and effective leader, one must have and practice leadership both transformational (idealized influence, inspiration, motivation, intellectual stimulation, and individualized consideration) and transactional (contingent reward). another, namely Podsakoff, et al. (2000) explains that in general, transformational and transactional leadership behaviour (contingent reward) is positively and significantly related to the five dimensions of OCB which include altruism, courtesy, consciousness, civic virtue and sportsmanship by Organ (1988). Allmeh and Davoodi (2011) explain that transformational leadership practices (such as idealized influence characteristics and behaviors), inspirational motivation and intellectual stimulation) can increase job satisfaction, leadership effectiveness and extra effort from employees, except for individual consideration (not suitable), but Cho & Dansereau (2010) stated that transformational leadership with individualized consideration and charisma has a relationship with OCB which is mediated by the level of individual justice (interpersonal) and groups of banking employees.

### **The Effect of Organizational Commitment on Organizational Citizenship Behavior Through Job Satisfaction.**

Based on the results of this study indicate that the direct effect of organizational commitment on job satisfaction has a direct effect value of 0.268. To test the indirect effect of commitment to Organizational Citizenship Behavior through job satisfaction using the Sobel Test Calculator for the Significance of Mediation, the test obtained an indirect effect value of 2,344 with a significance level of 0.009. This means that organizational commitment has a positive and significant effect on Organizational Citizenship Behavior through job satisfaction. This shows that the job satisfaction variable can mediate Organizational Commitment to Organizational Citizenship Behavior with a total effect value of 2.344 (0.268 + 2.344). (indirect effect) is significant. This means that job satisfaction is a variable that can mediate the effect of organizational commitment on the Organizational Citizenship Behavior of employees in the Era of Bureaucratic Reform in the Luwu Regency Government.

It should be noted that Organizational Commitment is not significant to the Organizational Citizenship Behavior of employees in the Era of Bureaucratic Reform in the Luwu Regency Government, when job satisfaction is mediated, Organizational Commitment has a significant effect on Organizational Citizenship Behavior. This shows how important employee job satisfaction is to the implementation of Organizational Commitment so that it can have a significant effect on Organizational Citizenship Behavior.

Robbin 2007:152, Intrapersonal comparison theory (Discrepancy Theory) that satisfaction and dissatisfaction based on individuals are the results of comparisons or gaps made by oneself to various things that have been obtained from work and which become expectations with the theory of group views (social Reference Group Theory). This theory argues that employee job satisfaction does not depend on meeting needs alone, but is very dependent on the views and opinions of groups that are considered by employees as a reference group. The reference group is used by employees as a benchmark to assess themselves and their environment. Employees will feel satisfied if the results of their work are in accordance with the interests and needs expected by the reference group.

Satisfaction with the salary received is based on the theory of equity which deals with the motivation of individuals to act in the organization. Individuals will assess the ratio of input to the outcome for the task at hand and compare it with the referent. Salary is seen as part of a supportive system used by organizations to motivate employees by complying with rules and regulations. For workers, salary is seen as an important outcome or reward. Employees are satisfied with their salary if the salary system in the company considers salary determination and also not only pays attention to the principle of Internally Equitable (fairness within the company) which is based on the principle of fairness but also must have a competitive value in the market (Externally Equitable)

Promotional satisfaction is an important problem, not only in terms of selecting/placing the right person in the right place but also being an encouragement for superiors/leaders to plan a policy in the field of personnel in motivating subordinates to develop themselves so that they can excel. Werther and Davis (2002, 261) have an opinion about the promotion which is an event in workers who are transferred from one position higher in wages, responsibilities and/or organizational level. Sikula (2002,121) argues that technically promotion is a movement within an organization from one position to another that involves both an increase in wages and status. Satisfaction with co-workers in a good team will make work more enjoyable and can affect employee job satisfaction. Everything that is done by leaders and the human resources department will affect relationships with employees, either directly or indirectly (Rivai, 2004). Working relationships between employees need to be fostered so that employees can work together and help each other in achieving company goals. Employees who feel happy about their activities and duties and are friendly with others show a harmonious working atmosphere. Good coworkers will encourage someone to work better and have a positive attitude such as having high loyalty to colleagues and work, joy, and job satisfaction (Moekijat, 2003).

In today's modern work life, it is increasingly realized that there is a close relationship between co-workers and between one task and another (Siagian, 2002). This means, it is very difficult if the task is done by only one employee, especially if the task is problem-solving. The consequence is the need to work as a team. Based on the fact that a problem is solved better if the solution is thought out by a group than if it is done alone by a person. Previous research conducted by Kuswati (2020) The purpose of this study is to analyze the effect of Organizational Commitment on performance. The results of this study indicate that Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior. The similarity of this research is the direct effect of Organizational Commitment on Organizational Citizenship Behavior. However, there are differences in the number of exogenous variables, intervening variables and the object and year of research.

Herta Manurung, Delviana RW. 2018, doing research. The purpose of this study is to analyze the effect of Organizational Commitment on employee performance. The results showed that Organizational Commitment had a positive and significant effect on Employee Performance (Y) on a CV. Putra Saleh, Anugrah Samosir District, then the research hypothesis.

## **V. Research Findings.**

Based on the results of research and discussions that have been carried out on the influence of leadership, commitment, and satisfaction on Organizational Citizenship Behavior

### 1. General Findings:

Theoretically Indicators of Organizational Citizenship Behavior (OCB) according to Bukhari, 2008; Noor, 2009; and Herman, 2013). The indicators with the highest contribution are (a) Altruism/helping co-workers (altruism) is the voluntary behavior of subordinates who always take the time to help co-workers, help co-workers who face difficulties in doing work, and are willing to do the work of co-workers who are unable to work. However, based on empirical evidence, the highest indicator is indicator (e) Sportsmanship is the behavior of subordinates who are always ready to work in uncomfortable conditions, tolerant with colleagues in carrying out their duties and are neutral towards problems that occur in the workplace

### 2. Specific Findings.

Organizational commitment has no direct effect on Organizational Citizenship Behavior (OCB). This means that the better the organizational commitment, not all employees can carry it out well. The results of the descriptive analysis are the percentage of organizational commitment measured by using three indicators, namely affective commitment, normative commitment, and continuous commitment. Based on these three indicators, respondents' answers indicate the high category is 4.42, namely the normative commitment indicator. This indicates that employees already have a sense of subordinate attitude that should keep working and realize that they feel they have lost opportunities if they leave the organization. The smallest is the effective commitment of 4.36. However, after further investigation, there is a group of employees who do not agree, with the attitude of subordinates who have emotional ties with the organization, boast of the organization's advantages to others and feels that they have the same individual values with organizational values.

## **VI. Conclusion**

1. Leadership has a positive and significant effect on employee job satisfaction in the Luwu Regency Government. This implies that. If the leadership (idealized influence, inspirational motivation, intellectual stimulation, individual considerations) increases, it will be followed by an increase in employee job satisfaction.

2. Organizational commitment has a positive and significant effect on job satisfaction. This implies that increasing organizational commitment in the form of affective commitment, normative commitment, and continuance commitment will increase job satisfaction.

3. Job satisfaction has a positive and significant effect on the Organizational Citizenship Behavior of Employees in the Luwu Regency Government. This implies that increasing job satisfaction in the form of satisfaction with salary, satisfaction with promotions, satisfaction with colleagues, and satisfaction with superiors can increase employee organizational citizenship behaviour.

4. Leadership has a positive and significant effect on Organizational Citizenship Behavior. This situation shows that more leadership with indicators, namely idealized influence, inspirational motivation, intellectual stimulation, and individual considerations, will increase the Organizational Citizenship Behavior of Employees in the Luwu Regency Government

5. Organizational Commitment has a positive and insignificant effect on Organizational Citizenship Behavior. This shows that organizational commitment (affective commitment, continuance commitment, normative commitment) has not maximally increased the Organizational Citizenship Behavior of Employees in the Luwu Regency Government. This is because there is a group of employees who do not agree with boasting about the advantages of the organization to others, and feel that they have the same individual values as organizational values.

6. Leadership has a positive and significant effect on Organizational Citizenship Behavior through employee job satisfaction in the Luwu Regency Government. This situation shows that either directly or indirectly leadership can improve Organizational Citizenship Behavior. It can be concluded that the indirect effect is greater than the direct effect.

7. Organizational Commitment has a positive and significant effect on Organizational Citizenship Behavior through employee job satisfaction in the Luwu Regency Government. This situation shows that indirectly commitment can increase Organizational Citizenship Behavior.

## **VII. Suggestion**

1. Leadership has a positive and significant effect on employee job satisfaction, it is recommended to the Luwu Regency Government to further develop the indicators contained in leadership, namely idealized influence, inspirational motivation, intellectual stimulation, individual considerations

2. Commitment has a positive and significant effect on employee job satisfaction, so it is recommended to the Luwu Regency Government to further develop the indicators contained in organizational commitment,



namely affective commitment, normative commitment, and continuance commitment.

3. Satisfaction has a positive and significant effect on Organizational Citizenship Behavior, it is recommended to the Luwu Regency Government to further develop the indicators contained in job satisfaction, namely the work itself, salary, promotion, supervision, and workgroup and working conditions.

4. Organizational commitment with indicators of affective commitment, normative commitment, and continuance commitment. not significant to Organizational Citizenship Behavior. It is recommended to the Luwu Regency Government to actively socialize and provide an understanding of the benefits and objectives of organizational commitment in the era of bureaucratic reform in the Luwu Regency Government

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