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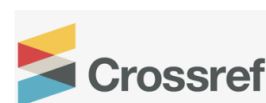
The influence of leadership, career development, and organizational culture on organizational citizenship behaviors mediated by organizational commitment in Sub-District in Merauke District

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The research objective is to determine the Influence of leadership, career development, and organizational culture on organizational citizenship behaviors mediated by organizational commitment in the District of Merauke. The research employs a quantitative research approach. The research sample consists of all Sub-District employees, totaling 120 people. The questionnaire results are tabulated and analyzed using Structural Equation Modeling (SEM) through the SmartPLS application. The analysis results demonstrate that leadership style, organizational culture, and organizational commitment have a positive and significant influence on OCB. However, organizational commitment has a negative and significant influence on OCB. Leadership style and career development have a positive but not significant influence on organizational commitment. In contrast, organizational culture has a positive and significant influence on organizational commitment. Organizational commitment does not mediate the influence of leadership style and career development on OCB. However, organizational commitment significantly mediates the relationship between organizational culture and OCB.

Keywords: Leadership Style, Career Development, and Organizational Culture on Organizational Citizenship Behaviors.

1. Introduction

Organizational citizenship behavior (OCB) was introduced by Dennis Organ in 1977, starting from the idea that OCB was influenced by theory and research on pro-social behavior in the field of social psychology. Research on OCB continues to grow, not only coming from the field of organizational behavior but also various other fields, including the fields of human resource management, marketing, health administration, industrial and hunting law,

international management, military psychology, economics and leadership.

OCB behavior can also have a negative impact, such as employees who behave OCB only for personal gain not for the benefit of the organization, employees who do not wholeheartedly behave OCB only trying to give a good impression to their superiors, employees who engage in more OCB behavior experience work overload, experience work stress and conflict between family and work and will have an impact on the intention to leave the organization, behavior that does not follow organizational rules, and fatigue at work.

Therefore, the presence of a leader in public organizations is very necessary as the core of government management. A future public sector leader is someone who is considered capable of creating a culture or value system that is centered on leadership principles (Irianto, 2011). According to Kadarisman, (2018) public organizations are created by the public, for the public, and must be accountable to the public. Based on the opinion above, leaders of public organizations are required to be accountable for the performance achieved by their organizations Yekti, (2017). Leaders of public organizations must work to achieve the main goals of public organizations, namely providing services and achieving the optimal level of community satisfaction Hadian, (2015).

According to Robbins (2009), organizational culture is a philosophy, ideology, values, assumptions, beliefs, hopes, attitudes and norms that are shared and binding within a particular community. To find out how successful the implementation of organizational culture is, it can be seen from, among other things, increased responsibility, increased discipline, compliance with norms or rules, harmonious communication and relationships with all levels, increased participation and concern, reduced levels of absenteeism and complaints Anggraeni & Cahyono, (2015).

The benchmark for the implementation of services that meet the requirements of effectiveness and efficiency is if there is growing concern and an attitude of mutual help between employees to realize service to the community. A helpful attitude needs to be implemented and developed by more employees which is also useful as encouragement which ultimately has a good impact on the organization. According to Jahangir et al., (2004) in their research which used OCB as an independent variable, it was explained that OCB is influenced by several factors including: organizational commitment, job satisfaction and leadership behavior. Furthermore, Putri & Suwandana, (2016) in their research explained the variables that influence OCB, including transformational leadership, compensation, and organizational commitment

2. Library Survey

According to Podsakoff et al., (2000) OCB The influence of OCB can effectively influence organizations due to: 1). increase co-worker productivity. 2). increase managerial productivity. 3). streamline the use of organizational resources for productive purposes. 4). reducing the level of need for providing organizational resources for employee maintenance purposes. 5). provide an effective basis for coordinating activities between team members and between work groups. 6). cause increases the organization's ability to obtain and retain reliable human resources by giving the impression that the organization is a more attractive place to

work. 7). leading to high stability of organizational performance. 8). This results in a high ability of the organization to adapt to changes in its business environment.

According to Organ, (1988) the components and at the same time can be used as indicators of OCB, namely:

1) Altruism is the behavior of taking the initiative to help or help colleagues in the organization voluntarily.
2) Courtesy is the behavior of individuals who maintain good relationships with their co-workers to avoid disputes.
3) Sportsmanship is an individual's willingness to accept whatever is determined by the organization.
4) Conscientiousness is high devotion or dedication to work and the desire to exceed achievement standards in every aspect.
5) Civic Virtue is individual behavior that shows that the individual has a responsibility to be involved, participate, take part and care about various activities organized by the organization.

According to Rivai, (2014), leadership is the process of influencing or setting an example for followers through the communication process in an effort to achieve organizational goals. According to (Miftah, 2015) leadership is a typical pattern of behavior of a leader when influencing his subordinates, what the leader chooses to do, the way the leader acts in influencing group members shapes his leadership style.

Leadership indicators according to Kartono, (2008), are as follows:

1) Ability to make decisions.
2) Motivating ability.
3) Communication skills
4) Ability to control subordinates.
5) Responsibility.
6) Ability to control emotions.

Career development is an activity to carry out career planning in order to improve one's personal career in the future so that one's life becomes better Baruch, (2006).

Career development indicators according to (Sihotang, 2006) are:

1) Organizational Policy.
2) Work Performance.
3) Educational Background.
4) Training.
5) Work experience.
6) Loyalty to the organization.

Organizational culture is a variety of values that envelop the typical patterns of thinking, ideas and behavior held and carried out by human resources in an organization to achieve its goals. As stated by Fahmi, (2016) that organizational culture is the result of the process of merging the cultural styles and behavior of each individual that were previously brought into a new norm and philosophy, which has the energy and pride of the group in facing certain things and goals.

Organizational culture functions as a meaning-making and control mechanism that shapes employee attitudes and behavior. The dimensions of organizational culture as well as assessment indicators according to (Robbins 2001) are as follows:

1) Individual initiative, the level of responsibility, freedom and independence that an individual has.
2) Risk tolerance, risk return rate, innovation and individual courage.
3) Direction, the organization's ability to create creativity performance goals and expectations.
4) Integrity, the organization's ability to coordinate all units into one unified movement.
5) Management support, staff's ability to communicate, guide and provide support to subordinates.
6) Control, how much rules, direction, supervision controls the work of subordinates.
7) Identity, how strong the social identity of the organization is in employees.
8) Reward system, the extent to which reward allocation is based on performance.
9) Conflict tolerance, employee opportunities to improve open conflict.
10) Communication patterns, how far communication is built in a formal hierarchical organization.

According to Mathis et al., (2017) organizational commitment is the degree to which employees believe in and accept organizational goals, and are willing to stay with or leave the company which is ultimately reflected in employee absenteeism and turnover rates.

The organizational commitment variable will be measured using indicators developed by Mowday et al., (1979) in (Kristanto, (2015), namely:

1) Conformity of company values with employee values. Conformity between the values held by employees and the values existing in the organization.
2) Willingness to organization. The employee's willingness to make serious efforts on behalf of the organization.
3) Pride in the company. Employees feel proud of their workplace.
4) Desire to stay in the company. Desire to maintain membership in the organization.

3. Research Methods

In this research the method used is a quantitative method. Variable measurements are usually carried out with research instruments to produce data in the form of numbers that can be analyzed using statistical procedures. In this research, quantitative data was obtained directly from filling out a questionnaire as a research instrument which refers to variable indicators of the influence of leadership style, career development, organizational culture, organizational citizenship behavior, and organizational commitment.

This research uses a sample size equal to the population or is called a census because the population is small so it is not possible to use a sample. Another term for taking the entire population as a sample is also called the saturated sampling method. In this research, the population that will be used is the number of employees in sub-districts in the Merauke District Area, Merauke Regency, totaling 120 people. The stratification in this study was divided into 11 sub-districts in the Merauke District area, Merauke Regency.

Figure 1.
Research Conceptual Framework
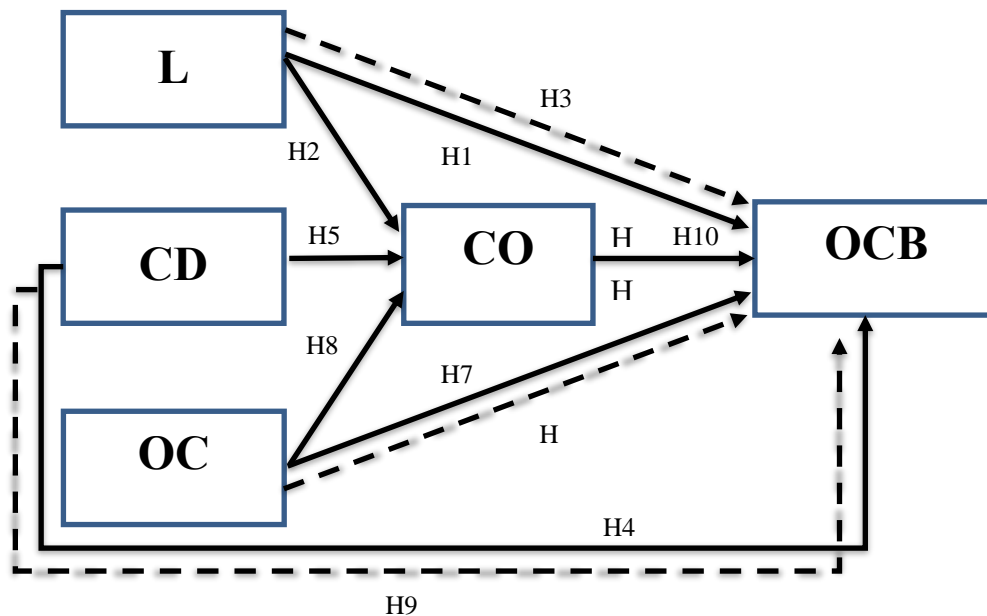
Source: results of previous research, processed, 2023

Based on the relationship between variables and the framework of thought, the following hypothesis can be formulated:

H1: Leadership has a significant effect on organizational citizenship behavior.

H2: Leadership has a significant effect on Organizational Commitment.

H3: Leadership style influences organizational citizenship behavior through organizational commitment as a mediating variable.

H4: Organizational culture has a significant effect on organizational citizenship behavior.

H5: Organizational culture has a significant effect on organizational commitment.

H6: Organizational culture has a positive effect on organizational citizenship behavior through organizational commitment as a mediating variable.

H7: Career development has a positive and significant effect on organizational citizenship behavior.

H8: Career development has a positive and significant influence on organizational commitment.

H9: Career development has a positive effect on organizational citizenship behavior through organizational commitment as a mediating variable.

H10: Organizational Commitment influences Organizational Citizenship Behavior.

4. Results and discussion

A. Results

Research can be continued if the variables used are declared valid. The following are the results of the Heterotrait Monotrait Ratio (HTMT), Construct Reliability and Validity, R-Square and F-Square calculations.

Table 1.
Calculation Results from AVE SEM-PLS

Variabel	AVE	Information
L	0,614	Valid
OB	0,630	Valid
CD	0,636	Valid
CO	0,663	Valid
OCB	0,653	Valid

Source: processed data, 2023

Table 2.
Calculation Results from HTMT SEM-PLS

	OB	L	CO	OCB
L	0,624			
CO	0,600	0,503		
OCB	0,949	0,642	0,756	
CD	0,829	0,682	0,569	0,661

Source: processed data, 2023

Table 3.
Calculation Results from *Cronbach's Alpha* dan *Composite Reliability*
SEM-PLS

Variabel	Cronbach's Alpha	Composite Reliability	Information
L	0,896	0,918	Valid
CD	0,857	0,897	Valid
OB	0,882	0,911	Valid
CO	0,872	0,907	Valid
OCB	0,821	0,882	Valid

Source: processed data, 2023

Table 4.
Calculation Results from *R-Square*

	R-Square	*R-Square Adjusted*
CO	0,329	0,311
OCB	0,744	0,735

Source: processed data, 2023

Table 5.
Results of Direct Influence Hypothesis Testing

	Hipotesis	*Path Coeff.*	T-Statistik	*P-Values*	Decision
H1	**L -> OCB**	0,147	1,992	0,047	Significant
H2	**L -> CO**	0,166	1,590	**0,112**	Not Significant
H4	**CD -> OCB**	-0,188	2,266	0,024	Significant
H5	**CD -> CO**	0,174	1,399	**0,162**	Not Significant
H7	**OB -> OCB**	0,723	9,257	0,000	Significant
H8	**OB -> CO**	0,312	2,709	0,007	Significant
H10	**CO -> OCB**	0,277	5,616	0,000	Significant

Source: processed data, 2023

Table 6.
Hasil Pengujian Pengaruh Mediasi

Hipotesis	Model	*Path Coeff.*	*P-Values Direct Effect*	*P-Values Indirect Effect*	**Decision**
H3	**K -> KO -> OCB**	0,046	1,472	0,142	Not Significant
H6	**PK -> KO -> OCB**	0,048	1,358	0,175	Not Significant
H9	**BO -> KO -> OCB**	0,086	2,391	**0,017**	Significant

Source: processed data, 2023

B. **Discussion**

1) **The influence of leadership on OCB**

The results of this research prove that leadership has a positive and significant effect on OCB. A positive relationship means that increasing leadership can also increase OCB. Increasing and improving leadership can increase employee OCB. On the other hand, leadership values can reduce the quality of employee OCB. These results support previous research which also found a positive and significant influence of leadership on OCB Wisnawa & Dewi, (2020) and Putri & Suwandana, (2016). However, this is different from the research results of Purwaningsih & Liana, (2015), which concluded that leadership had no significant effect on OCB. Positive, inclusive, and supportive leadership is likely to contribute to increasing the level of OCB demonstrated by employees. Transformational Leadership emphasizes inspiration, motivation, and change, which can increase OCB. Leaders who are able to articulate an inspiring vision and motivate employees to achieve common goals tend to encourage them to contribute more than their primary duties. The Influence of Leadership on Organizational Commitment

2) **The Influence of Leadership on Organizational Commitment**

The results of testing the direct influence hypothesis prove the positive and insignificant influence of leadership on organizational commitment. This means that improving or increasing leadership in the sub-district office does not affect the OCB of sub-district employees. The results of this research are not in line with previous research conducted by Zahra, (2015) and Purwaningsih & Liana, (2015) which found that leadership had a positive and significant effect on organizational commitment. However, this is in line with the research results of Darmawan & Putri, (2017) and Rantauwati et al., (2022) where leadership has no significant effect on employee OCB.

The effects of leadership on organizational commitment may vary depending on the context and characteristics of a particular organization. Each organization has a unique culture, structure and needs, which can influence how leadership interacts with employees and influence their level of commitment. The situation in Merauke District is that most of the existing sub-district heads, sub-district heads and sub-division heads are employees who have just held these positions so that the employees Those who filled out the questionnaire had the perception that their leaders' leadership was not in accordance with organizational commitment. Employee perceptions and reactions to leadership can vary between individuals.

3) **Mediation of Organizational Commitment to Leadership on OCB**

Leadership has no effect on organizational commitment so it is unable to mediate the relationship between leadership and OCB. This means that the better or higher organizational commitment cannot increase the influence of leadership on OCB. The results of this research are different from those conducted by Pratama & Mujiati, (2019), Prabowo & Djastuti, (2014) and Purwaningsih & Liana, (2015)**.**

According to Thoha, (2010)leadership is a behavioral norm used by a person when that person tries to influence the behavior of other people or subordinates. Increasing appropriate leadership directly for employees in the Merauke district can

increase OCB without any assistance from the mediation of organizational commitment. Meanwhile, increasing organizational commitment alone can increase OCB which will be discussed in the next point.

4) **The influence of career development on OCB**

Career development has a positive and significant effect on OCB. The higher the career development value, the higher the OCB value. On the other hand, low career development scores can cause low OCB scores for sub-district employees. The results of this research are in line with research conducted by oleh Alif, (2015), Indryani & Ardana, (2019) and Oktariyani, (2019). This previous research supports the results of this research which also proves that career development has a significant effect on OCB.

Employees in sub-districts have the opportunity to develop themselves in the form of receiving promotional positions to occupy appropriate structural positions in the field of administration or government in all offices within the scope of regional government. Apart from that, employees who have a good work ethic will have a great opportunity to be involved in all activities so that they can actualize themselves well. According to Mangkunegara, (2016) career development is a personnel activity that helps employees plan their future careers in the company.

5) **The Influence of Career Development on Organizational Commitment**

The results of this research prove that career development has a positive and insignificant effect on organizational commitment. This means that efforts to develop the careers of sub-district employees have no effect on increasing employee organizational commitment. These results are in line with previous research which found a positive and insignificant influence of career development on organizational commitment Darmawan, (2017), Silaban et al., (2021) and Jufrizen, (2015).

When organizations provide opportunities for employees to develop their careers, employees will feel valued and empowered. This reduces turnover rates and helps create a stable and committed organizational culture. Increased satisfaction with work and attachment to the organization causes employees to be more committed to work. On the other hand, if employees do not have the opportunity to develop their careers, organizational commitment will also decrease.

6) **Mediation of Organizational Commitment on the Effect of Career Development on OCB**

Organizational commitment has no effect in mediating career development on OCB. This means that the better organizational commitment implemented by employees cannot improve the relationship between career development and OCB. In this case, it cannot change the relationship between career development, which was previously insignificant to become significant. The results of this research are not in line with research conducted by Fitri et al., (2021) which states that organizational commitment mediates the influence of career development on OCB. Meanwhile, previous results that support this research have been conducted by (Suparman, 2013) who stated that organizational commitment does not mediate the influence of career development on OCB.

It is known that direct career development also does not have a significant effect on OCB and the assistance of the commitment variable is not able to increase the role of career development on OCB. Increasing career development and organizational commitment together will continue to increase OCB because both have a positive influence on OCB.

7) **The influence of organizational culture on OCB**

Organizational culture has a positive and significant effect on OCB. This means that the higher the organizational culture, the higher the OCB. On the other hand, the lower the organizational culture value, the lower the employee's perception of OCB. The results of the direct influence hypothesis test show that organizational culture has a negative and significant effect on OCB. These results are in line with research by Mahardika & Wibawa, (2019)**,** Oemar, (2013)**,** Haryati et al., (2014) and Saputra & Supartha, (2019) which found that organizational culture has a positive and significant influence on OCB. It's just that in this study the organizational culture attribute was negative, whereas in previous research the attribute was positive.

Subdistrict employees' perceptions of the organizational culture in the office are positive so that the better the organizational culture will increase the OCB value. On the other hand, the lower the organizational culture, the lower the OCB value will be. The statement "Every time I work, I prioritize public service rather than personal/group interests" received the highest score, namely 4.45. This means that the office needs to pay attention to employee life matters so that there is a balance between work and life or what is known as work and life balance (WBL).

8) **The Influence of Organizational Culture on Organizational Commitment**

The results of this research indicate that there is a positive and significant influence of organizational culture on organizational commitment. The higher the organizational culture, the higher the employee's OCB. On the other hand, the lower the organizational culture, the lower the employee's OCB. The results of this research support several previous studies which also found a significant influence of organizational culture on organizational commitment. Wibawa & Putra, (2018); Usmany et al., (2016); Saputra & Supartha, (2019);Pratiwi, (2012); Rantauwati et al., (2022); Ellys & Ie, (2020). Organizational culture has a significant influence on organizational commitment because organizational culture reflects the values, norms and beliefs held by members of the organization.Organizational culture creates a work environment and atmosphere that influences employee attitudes and behavior. Employees in sub-districts realize that their job is to provide services to the community so that the related statement prioritizing public services rather than personal/group interests gets the highest score.

9) **Mediation of Organizational Commitment on the Influence of Organizational Culture on OCB**

Organizational commitment mediates the relationship between organizational influence and OCB. This means that the higher organizational commitment will increase the influence of organizational commitment on OCB. The lower organizational commitment can create a relationship between the influence of

organizational culture on OCB. The results of this research are in line with research conducted by Saputra & Supartha, (2019), Ariani et al., (2017), (Arumi et al., 2019), (Serpian, 2021) and (Dhanarti, 2020), namely organizational commitment mediates the influence of organizational culture on OCB. Organizational commitment can increase the influence of organizational culture on OCB.

Organizational commitment can be seen from the behavior of employees who continue to stay in the company and complete all their responsibilities well. This process will stimulate the birth of OCB in employees. The birth of an employee's commitment to continue carrying out their obligations consistently gives employees space to do other things outside their responsibilities, such as helping their co-workers. The employee carries out tasks outside of his or her responsibilities with the intention of helping without expecting anything in return.

10) **The Influence of Organizational Commitment on OCB**

The results of testing the direct influence hypothesis prove that organizational commitment has a positive and significant effect. This means that the higher the organizational commitment, the higher the OCB. On the other hand, lower organizational commitment can cause a decrease in sub-district employee OCB. This shows that efforts to increase organizational commitment in sub-districts can also increase OCB values. These results support previous research which found a positive and significant influence of organizational commitment on OCB conducted by Kurniawan, (2015)**,** Mahardika & Wibawa, (2019) Putri & Suwandana, (2016) Oemar, (2013) Hoke et al., (2018) stated that employees who have high commitment will have low absenteeism (alpa) scores and work longer and tend to work harder and show better performance. The tendency to work harder plus spontaneity in helping colleagues is an indicator of OCB.

5. Conclusions and suggestions

Based on the test results and discussion of this research hypothesis, it can be concluded that:

1) Leadership has a positive and significant effect on OCB. Increasing OCB can be done by increasing the leader's ability to create pleasant conditions in the office and also the leader must provide direction to subordinates more often in solving problems.

2) Leadership has a positive and insignificant effect on organizational commitment. Increasing organizational commitment can be done by increasing the leader's ability to provide inspiration for employees in completing office tasks. An increase in the leadership variable does not cause an increase in the organizational commitment variable.

3) Organizational commitment does not mediate the relationship between leadership and OCB. Increasing OCB can be done by increasing leadership directly without using organizational commitment as a mediating variable. Increasing organizational commitment cannot increase the role of leadership towards OCB. The leader has created good and pleasant conditions in the office.

4) Career development has a negative and significant effect on OCB. Employees' career development perceptions of improving their fate must be fostered in the office, otherwise

it will reduce the value of OCB. The current situation of increasing career development will lead to lower OCB.

5) Career development has no significant effect on organizational commitment. Career development alone cannot increase organizational commitment, so it is necessary to pay attention to other variables. Better career development does not lead to improvements in organizational commitment.

6) Organizational commitment does not mediate the relationship between career development and OCB. There needs to be another variable to mediate organizational commitment to OCB or better career development can automatically increase OCB. Increasing organizational commitment cannot improve the relationship between career development and OCB.

7) Organizational culture has a positive and significant effect on OCB. When organizational culture is improved it can increase OCB. On the other hand, a decrease in the quality of organizational culture can reduce the quality of employee OCB.

8) Organizational culture has a positive and significant effect on organizational commitment. When the organizational culture is adequate for employees, employee commitment to the organization will be higher.

9) Organizational commitment partially mediates organizational culture on OCB. Organizational culture has a significant influence on OCB. So mediation of organizational commitment to OCB is considered as part mediation.

10) Organizational commitment has a positive and significant effect on OCB. Efforts to increase organizational commitment can also increase OCB.

Based on the conclusions above and also paying attention to the previous discussion, this research provides the following suggestions:

1) Regarding leadership in the sub-districts within the Merauke District, it is at a good level, especially in increasing organizational commitment. The leadership's direction, assistance and governing style are in accordance with existing standards so that organizational commitment from employees remains. Leaders need to set more good examples so that a spirit of cooperation arises between employees so that it can encourage increased OCB.

2) Regarding organizational culture, the situation at the sub-district office is also good. So you only need cooperation in completing the work, giving each other creative ideas for the progress of the office. Provide services to the public in accordance with standard operational procedures (SOP). Maintain compliance with office rules. Every job is completed, an evaluation is carried out. In the end, foster a spirit of openness and willingness to provide constructive suggestions.

3) Regarding career development as previously explained in managerial implications, there needs to be fairness in promotions and leaders must be able to provide time to give praise to employees who have completed their work.

4) Organizational commitment has an important role in increasing OCB, but not all variables used in this research can increase organizational commitment. Focus on implementing a good organizational culture because it supports increased commitment and look for other variables that can increase organizational commitment.

5) For future researchers, they can add other variables that can explain OCB and use other

mediating variables because they are only able to provide a mediating influence on organizational culture variables.

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