



The Influence of Leadership Style, Psychological Work Environment, Perceived Organizational Support (POS) through Intrinsic Job Satisfaction on Behavior Organizational Citizenship Behavior (OCB) Non-Civil Servant Government Employee Education Staff (PPNPN) at Jember University

Fitri Hapsari , Markus Apriono, Purnamie Titisari

Faculty of Economics and Business, Universitas Jember, Indonesia

760009240@mail.unej.ac.id, markoesapriono.feb@unej.ac.id, Purnumie@unej.ac.id

Alamat : Jl. Kalimantan Tegalboto No.37, Krajan Timur, Sumbersari, Kec. Sumbersari, Kabupaten Jember, Jawa Timur 68121

Korespodensi email : 760009240@mail.unej.ac.id

Abstract : *Jember University is the largest academic community in the Jember region, East Java, which has 1,312 teaching and educational staff consisting of 544 educational staff . permanent/PNS (Civil Servants) and 768 contract education staff /PPNPN (Non-Civil Servant Government Employees). Seeing the enormous potential of Jember University to develop rapidly, it is necessary to improve the quality of its human resources. Study This aim For analyze influence leadership style, psychological work environment, perceived organizational support (POS) through intrinsic job satisfaction on organizational citizenship behavior (OCB) of non-civil servant government employees (PPNPN) at the University of Jember. This research using explanatory research type . The population in this study was all PPNPN education staff that is as much 768 people with a research sample of 263 people. Technique taking sample in study This use method purposive sampling . Analytical tools used in this research use method analysis Structural Equation Model – Analysis of Moment Structure (SEM- AMOS). The research results show that there is a significant influence between Leadership Style , Psychological Work Environment , Perceived Organizational Support (POS) on Intrinsic Job Satisfaction and Organizational behavior Citizenship Behavior (OCB). And intrinsic job satisfaction is able to mediate Leadership Style , Psychological Work Environment , and Perceived Organizational Support (POS) on Organizational behavior Citizenship Behavior (OCB)*

Keywords: *leadership style , psychological work environment , perceived organizational support (POS), intrinsic job satisfaction, organizational behavior c itizenship behavior (OCB)*

1. INTRODUCTION

In an increasingly competitive era of globalization, differences in status have emerged between permanent workers and contract workers in public institutions such as the academic community . Jember University is the largest state university /academic community in Jember, East Java, located on the Tegal Boto Sumbersari Campus, bringing the best vision and mission to increase the capacity and capability of the institution .

Currently Jember University consisting of 15 faculties, 2 institutions, 4 UPA, 2 UPT, and 4 work units as well as approximately 40,762 students with a total of 1,131 permanent and contract teaching staff and 1,312 educational staff consisting of 544 educational staff permanent/PNS (Civil Servants) and 768 contract education staff / PPNPN (Non-Civil Servant Government Employees). Seeing the very rapid potential and prospects of the University of Jember in the future, this is an important role administration and administrative services are handled by educational staff. Improving the quality of educational staff It will be very important to do so that the objectives of the University of Jember can be achieved with

Received: Mei 12, 2024; Revised: Juni 18, 2024; Accepted: July 05, 2024; Online Available: July 09, 2024;

* Fitri Hapsari, 760009240@mail.unej.ac.id

autonomous ownership due to the status of the University of Jember which is currently a Public Service Agency (BLU) .

This goal can be achieved if The factors that influence it receive special attention, especially in building organizational behavior that is demonstrated with sincerity (without coercion), in other words it is called *Organizational Citizenship Behavior* (OCB). PPNPN Education Personnel at Jember University must at least have OCB behavior, namely employee actions that are invisible but beneficial to colleagues and the agency and exceed the standards set and contribute positively to the agency (Titisari, 2014: 6). The scope of OCB includes: helping others, volunteering for additional tasks, complying with agency rules and procedures . However, directing workers to behave OCB is not easy . The phenomenon that occurs is that there are still PPNPN educational staff at the University of Jember who are individualistic , and lack a sense of ownership and maintenance of office infrastructure. This phenomenon is contrary to the view of Arina (2008:60), who states that OCB includes behavior such as helping colleagues, voluntarily taking on additional tasks, avoiding unnecessary conflicts, respecting rules, and voluntarily tolerating losses and disturbances in the company .

According to Muhdar (2015:24), the factors that influence OCB are: leadership, organizational culture and climate, work environment, personality and mood, perception of organizational support (*Perceived Organizational Support* /POS), perceptions of the quality of superior-subordinate interactions , length of service, gender which will also influence employee job satisfaction.

According to Alimudin and Sukoco (2017), leadership style is a way of behaving and strategies used by leaders to influence, move, encourage and control employees or subordinates to work for their own awareness and contribute to achieving goals. This is in accordance with previous research by Nurcahyo (2016) , namely : " Leaders as f a c t o r p e n d o r o n g O C B has show ha si l significant between to the leader with O C B . The leader plays the role important in m endo r o n g p e n c a i a n O C B with method increase attitude positive employee through satisfaction k e r j a (Sutrisno, 2017:213). However, this theory contradicts P o d s a k o f e t a l . (1990) found that the influence of transformational leadership on OCB was indirect, mediated by trust in followers' superiors. Trust was found to fully mediate the relationship between transformational leadership behavior and OCB , performance and affective commitment (Goodwin et al., 2011). The phenomenon related to leadership style is that there are still assignments without direction and clarity , piles of tasks with fast deadlines , gaps in attention and response to subordinates .

The next factor that influences OCB is the psychological work environment , namely k

and in secret place take the work because it is non physical and No can in the gap seen. He is impressed with the human senses, but he can be sensed there are some (Dar mawan, 2011:59). This is in line with the results of research by Yuni and Damelina (2023) namely in the work influence on OCB mediated by job satisfaction from employee P T. S ket s a C i p t a G r a h a. However, this is contrary to the research results of Priyandini et al (2020) which stated that the work environment had no effect on OCB in PT employees. Sport Glove Indonesia Wonosari Branch. The phenomenon that appears in some work units is that there is still an indifferent attitude of workers when providing services to service users, unclear job descriptions. resulting in a backlog of work for one of the workers, there are differences in treatment between friends /subordinates, evaluating work on the basis of likes and dislikes.

Perceived Organizational Support (POS) Factors is the perception of the work environment about the level of support and readiness for organizational assistance to staff needs. According to Yikes And Ht a ik (2011) "POS AC U p a d a p e r s e p s i employees' assessment of contributions organization And his care on the basis of his well-being". Can dis i mpu l k a n b a h w a P O S is support level and, contribution and caring organization which was created. W a r w a n t e r h a s t h e r a a n k a r w a n so that it influences the support of the work environment to the organization. This is in line with the research results of Angga and Agoes (2017) which stated that "job satisfaction has a positive influence in mediating the relationship between perceived organizational support and organizational citizenship behavior at the Bali Province Industry and Trade Service". However, contrary to research by Narwastu, et al (2023), namely that Organizational Citizenship Behavior (OCB) is not directly influenced by Perceived organizational support (POS) and employee development for Education Personnel at one of the Private Universities (PTS) in Surabaya. Phenomena related to POS in the Jember University environment appear to be a lack of delegation of PPNNP training or short courses and a lack of attention to PPNNP welfare as seen from the differences in allowances received by PPNNP.

Apart from the factors above, there is intrinsic job satisfaction as a mediating variable. Intrinsic job satisfaction is an aspect of work that encourages a person from within himself to achieve and feel satisfied. This factor consists of five indicators, namely achievement, recognition, work itself, responsibility, and progress, in accordance with Herzberg's theory (1959). However, the phenomenon that occurs at the University of Jember is that several PPNNP show a lack of initiative and innovation in their work, as evidenced by often waiting for directions from superiors, and receiving compensation that is not optimal for their performance. Krishnan et al. (2009) argue that job satisfaction has a significant effect on OCB. Instead, research Mehboob and Bhutto (2012); Meigantari and Netra (2016) show that job

satisfaction is not the main factor determining OCB, but rather has a weak influence.

Based on *The research gap* and these phenomena indicate that it is necessary to carry out follow-up research from previous studies which took Non-Civil Servant Government Employee Education Personnel (PPNPN) at the University of Jember as research objects so that it is necessary to carry out analysis tests regarding the influence of the variables studied to obtain The answer to the problem formulation related to the research title raised is: "The Influence of Leadership Style, Psychological Work Environment, and *Perceived Organizational Support* (POS) through Intrinsic Job Satisfaction on *Organizational Citizenship Behavior* (OCB) of Educational Personnel of Non-Civil Servant Government Employees (PPNPN) in University of Jember".

2. THEORETICAL BASIS

Leadership Style

According to Alimudin and Sukoco (2017), style the leader's leadership is Suite karakteristik which is used as a cell phone driver to have an influence on my parents To use achieving goals organization. With say other, g a k e p i n a n make up a way b e r p e r i l a i d a n s t r a t e g i Preferred and often he is adopted by p e m p i n . A p e m p i n p e r l u I think about it k e p i n a n which is based on organizational situations that can maximize OCB behavior and performance so that it can I adapt myself to the work environment.

This research uses indicators developed from Green et theory al (2015:81) as follows:

a. *Altruistic Calling*

Altruistic Calling means the desire of the leadership to put the importance of no one l a i n (subordinate) d i a t a s t e m p e n t i n g a n y a n d e r i and children will work hard to meet their children's needs. P e n g e r t i o n a l l e n d a p a t also a means Spirit For help Which the characteristics are consistent.

b. *Emotional Healing*

Emotional Healing can be a r e a r t i o n commitment p e m i m p i n and to t e r a p i l a n t in building a spiritual recovery from the problems / trauma. Leaders who have this position can usually be very passive and p a k a n p e n d e n g a r Which Good.

c. *Wisdom*

Wisdom (Wisdom) is a good assessment from a leader of the attitudes and behavior of his subordinates. Leaders who have the *wisdom* dimension are adept at understanding environmental conditions and understanding their implications.

d. *Persuasive Mapping*

Persuasive Mapping describes the extent to which a leader has the skills to do so map the problem and conceptualize the highest probability of its occurrence and urge someone to do something when articulating the opportunity.

e. *Organizational Stewardship*

Organizational Stewardship me a m b a r k a n to what extent p e m i m p i n prepare organization to make con tri bu s i p o s i t i f t e r h a d p the environment is through p r o g r a m a n d community service and community building development as well as driving support education tall as One c o m u n i t a s .

Psychic Work Environment

Environment Work psych i s is something that carries a psychological aspect that originates from the environment of work or ability in s e c i t a r place a t Work Which b e r s i f a t non physical (D a r m a w a n , 2011:59) . Indicator for measure v a r i a b e l environment Work non physical (psychic) adaptation from W u r s a n t o (2009) which includes :

- a. Connect a n b e r l a n g s u n g s e w a y s e r a t i o n , m o r e s i f a t i n f o r m a l , full of output .
- b. Atmosphere Work Which can give d o r o n g a n A n d S p i r i t k e the work tall .
- c. Practice and good use , human beings , are not to be confused with robots or machines , the opportunity F o r d e v e l o p i n g k a r i e r s e m a x i m a may be in accordance with each individual 's capabilities member .
- d. There is flavor safe from p a r a member , Good in in service nor in out of service.

Perceived Organizational Support (POST)

P O S a d a l a t i n g k a t So what do you know about your parents ' feelings ? c o n t r i b u s i A n d care with well - being they (W a i l e r u n y , 2014) . P e r c e i v e d O r g a n i z a t i o n S u p p o r t m e n y a i t h r e e i n d i c a t o r Which can measured by r , namely:

a. *Fairness* (Justice)

In matter This company or organization show A n d i have a lot of care to well - being k a r y a w a n n y e a h . Justice p r o s e d u r a l This m e n a v e r y strong one method Which used F o r d e t e r m i n e b a g a m a n a m e n d i s t r i b u s i c a n source Power between employee .

b. *Supervision Support* (Support Superior)

Karya yang membangun dan pandidangan yang sangat penting dalam sejarah manusia dan kontribusi dari superior mereka. Dan sejarah manusia kepedulian yang ada dalam sejarah organisasi. Atas nama ini TNGUNG ANSWER TO GIVE DIRECTION T AND N evaluating the aspects of the work under the driver situational hakaryawan considers the actual indicative and any support organization.

c. *Organizational Rewards and Job Conditions* (Rewards and Working Conditions)

The following forms a form of influence organization And condition work This is :

- 1) Wages (*sala ry*) , income and npromo si . The opportunity to get what present will increase kontribusi dari karyawan tersebut And Also will increase *perceived organizational support*.
- 2) INDEPENDENCE (*independence*) . With this organ , the sas i indicate the nk of the belief to kemandirian employee For decide wisely how they carry out their work , things this will meningkatkan *perceived organizational support*.
- 3) Training (*training*) . IN THE WORLD , TRAINING CAN BE M and investasi into the intinginting meningkatkan *perceived organizational support*.

Intrinsic Job Satisfaction

Intrinsic job satisfaction is a condition where employees feel pleasure from the work they do which is the result of an assessment of various things contained in their work. Spector (2012) state indicators of intrinsic job satisfaction, namely:

- a. *Achievement* is an achievement achieved during work.
- b. *Authority* is authority possessed in doing work.
- c. *Moral values* are the moral values that employees have at work.
- d. *Responsibility* is responsibilities carried out and owned.

Organizational Citizenship Behaviour (OCB)

Organizational Behavior al Citizenship Behavior (OCB) as follows behavior Which merupakan a choice and in i initiative in divi dual , there is no way to record any connection with the system *reward* formal or g a nization still a pi se car a g r e g a t i n g i n g t h e e f e c t i v i t a s organization . Based on p e n d a p a t - p e n d a p a t t e r s e u t , can a p a t d i s

implies that *Organizational Citizenship Behavior (OCB)* is a group behavior positive employee which is conducted in workplace by giving contribution voluntarily to work more efficiently and should be carried out (Titisari, 2014: 3). *Organizational Indicators of Citizenship Behavior (OCB)* as follows:

a. *Altruism* (helping others)

Behavior of employee in helping a colleague who experienced difficulties in a situation which is what he is facing. Good about the organization's problem or not, personal or others. Dimensions of this behavior are helping others in a long and short time, but it is a new job. Which on the back of it.

b. *Conscientiousness* (following the rules)

Behavior which is shown by many deeds. Which it is hoped that he will come. Voluntary behavior. Which is a form of obligation. I don't know employee. Dimension: This keeps you far from the front of the list of tasks.

c. *Sportsmanship* (sportsmanlike and positive attitude)

Behavior which gives tolerance to there are so many things, lack of ideas in organization without asking for help. Somebody that has a task which is tall in *sportsmanship* can increase productivity in between employees. Carry out a task more so be smart and work together with another so that I'll create a happy work. Which more fun.

d. *Courtesy* (polite behavior)

Guard good relationship with colleagues, avoid it from making a mistake in *personal*. An employee who has in the mind: This is a person which is a notice to others.

e. *Civic Virtue* (participation in organizational life)

Behavior that indicates responsibility for organizational life (following changes in the organization, taking the initiative to recommend how the organization's operations or procedures can be improved, and protecting the resources owned by the organization). This dimension leads to responsibility given by an organization to someone to improve the quality of the field of work in which they are engaged.

3. METHOD

This research aims to test and analyze influence leadership style, psychological work environment, *perceived organizational support (POS)* on *organizational citizenship behavior (OCB)* through intrinsic job satisfaction as an intervening variable. This research uses this type

of research *Explanatory research* is research that explains the causal relationship between research variables through hypothesis testing (Singarimbun & Effendi, 2011) . The variables used are the independent variable , the dependent *variable* , and the intervening variable .

Population In this research, there were all 768 PPNPN educational staff at the University of Jember. To determine the number of samples, the Slovin formula was used so that the number of samples in this study was 263 people . The sampling technique uses a *purposive sampling method* , namely a technique for determining samples using certain criteria so that they are worthy of being used as samples.

Data Which used in study This is data quantitative on collection And analysis data in form numeric. Source data in study This is Jember University personnel department. In this research, researchers used primary data and secondary data. Primary data was obtained from questionnaires distributed to respondents, namely PPNPN UNEJ education staff and secondary data in this research is *up to date* personnel data .

Data analysis in the research used the AMOS -based SEM (*Structural Equation Modeling*) method (*Analysis of Moment Structure*) or SEM- AMOS using AMOS *software version 22* . According to Bohlen in Ghazali (2005), SEM can jointly test (1) structural models of the relationship between independent and dependent constructs, (2) *measurement models* , the relationships (loading values) between indicators and constructs (latent variables) .

4. RESULTS AND DISCUSSION

Instrument Test

1. Validity testing: Validity testing is a process necessary to measure how valid a research instrument is. A measuring instrument is said to be valid if the instrument functions in accordance with the purpose of the measurement, or provides exact results as expected (Dimiyati, 2019:32). Data is considered valid if the loading factor of *the indicator variable* has a value above 0.05, so that the question items that make up *the unobserved variables* in the SEM test are considered valid (Ghozali, 2005:26).

Table 1 Validity Test Results

No	Variable	Indicator	Estimate	Information
1	Leadership Style (X ₁)	X11	0.889	Valid
		X12	0.748	Valid
		X13	0.899	Valid
		X14	0.674	Valid
		X15	0.818	Valid
2	Psychic Work Environment	X21	0.737	Valid
		X22	0.962	Valid

	(X ₂)	X23	0.944	Valid
		X2 4	0.855	Valid
3	<i>Perceived Organizational Support</i> (X ₃)	X31	0.952	Valid
		X32	0.661	Valid
		X33	0.738	Valid
		X34	0.791	Valid
		X35	0.562	Valid
4	Satisfaction Intrinsic Work (Z)	Z1 1	0.569	Valid
		Z1 2	0.073	Valid
		Z1 3	0.994	Valid
		Z1 4	0.962	Valid
5	OCB behavior (Y)	Y11	0.825	Valid
		Y12	0.908	Valid
		Y13	0.383	Valid
		Y14	0.970	Valid
		Y15	0.971	Valid

Source: Data processed in 2024

The results of validity testing show that each indicator used in the research variable has a *loading factor value* greater than 0.05. This shows that these indicators are valid and suitable for use as data collectors in this research.

2. Reliability test: is a reliable test of the measuring instrument obtained so that consistent results are obtained. So the reliability test shows how much a measurement can provide relatively no different results if the measurement is carried out again on the same object. In this study, reliability was calculated using *composite construct reliability* (CR) with a *minimum cut off value* of 0.70 (Ghozali, 2005:134)

Table 2 Reliability Test Results

No	Variable	Indicator	Loading (λ)	λ^2	$1 - \lambda^2$	CR
1	Leadership Style (X ₁)	X11	0.889	0.790	0.210	2,719
		X12	0.748	0.560	0.440	
		X13	0.899	0.808	0.192	
		X14	0.674	0.454	0.546	
		X15	0.818	0.669	0.331	
			3,756	3,281	1,719	
2.	Psychic Work Environment (X ₂)	X21	0.737	0.543	0.457	1,909
		X22	0.962	0.925	0.075	
		X23	0.944	0.891	0.109	
		X2 4	0.855	0.731	0.269	
			3,498	3,091	0.909	
3.	Perceived Organizational Support (X ₃)	X31	0.952	0.906	0.094	3,171
		X32	0.661	0.437	0.563	
		X33	0.738	0.545	0.455	
		X34	0.791	0.626	0.374	

		X35	0.562	0.316	0.684	
			3,704	2,829	2,171	
		Z1 1	0.569	0.324	0.676	
	Satisfaction	Z1 2	0.073	0.005	0.995	
4.	Intrinsic Work	Z1 3	0.994	0.988	0.012	2,757
	(Z)	Z1 4	0.962	0.925	0.075	
			2,000	2,243	0.676	
		Y 1 1	0.825	0.681	1,757	
		Y 1 2	0.908	0.824	0.176	
	OCB behavior	Y 1 3	0.383	0.147	0.853	
5.	(Y)	Y 1 4	0.970	0.941	0.059	2,464
		Y 1 5	0.971	0.943	0.319	
			4,057	3,536	1,464	

Source: Data processed in 2024

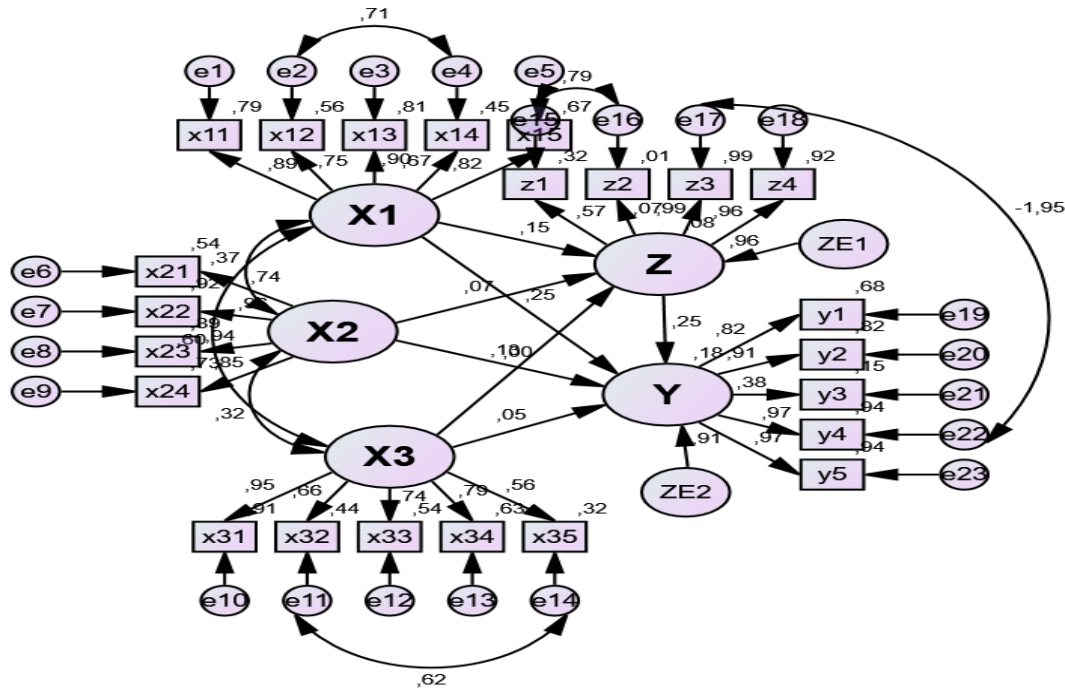
Data processing results are said to be reliable if the CR value is above the *cut-off value* of 0.7. Based on table 4.11, it can be seen that each variable used in the research provides a CR value above the *cut-off value* of 0.7, so it can be said that each variable is reliable.

Test Model Assumptions

1. Normality test. The normality test results show that the total CR value is 1.739 which is in the range $-1.96 \leq CR \leq 1.96$. This means that the multivariate data has a normal distribution . Apart from that, the normality of univariate data is also demonstrated by all *critical ratio values* for each indicator located at $-1.96 \leq CR \leq 1.96$.
2. Multicollinearity Test. Based on the results of the multicollinearity test, the determinant value of the sample covariance matrix is 25.635. This value is far above zero, so it can be concluded that there are no multicollinearity or singularity problems in the data analyzed.
3. Test for Outliers. The results of *the outliers* test in this study show that *the Mahalanobis d-squared value* of 34.750 is smaller than the *Chi Square value* of 35.172 for 23 indicators, meaning that in this study all cases did not experience *outliers* or it could be said that there were no significant differences between the data and the data group. .

Structural Equation Modeling (SEM) Analysis

At this stage, we will discuss the goodness of fit test *and* the causality significance test using the AMOS version 22 program to produce an SEM model as shown in the following figure:



Figure

1 Structural Equation Model Analysis Results

1. Test model suitability

Table 3 SEM Conformity Index

Criteria	Cut Off Value	Test result	Information
Chi Square	It is expected to be smaller than X^2 at df = 263, namely 595.506	27,976	Fit
Sig. Probability	≥ 0.05	0.745	Fit
RMSEA	≤ 0.08	0.072	Fit
GFI	≥ 0.90	0.942	Fit
AGFI	≥ 0.90	0.903	Fit
CMIN/DF	≤ 2 or 3	1,721	Fit
TLI	≥ 0.95	0.963	Fit

Source: Data processed in 2024

Based on Table 4.13, it is known that the seven criteria used to assess the feasibility of the model have been met and it can be concluded that the model is acceptable according to the existing data.

2. Causality Test

After testing the suitability of the research model, the next step is to test the causality developed in the research. From the fitted model, the respective path coefficients can be presented. Details of path coefficient testing are presented in Table 4.14:

Table 4 Causality Test Results

Influence	Estimate	S.E	CR	P	Label
Z < ---	0.093	0.032	2,906	0.048	Significant
Z < ---	0.057	0.055	2,057	0.032	Significant
Z < --- X3	0.155	0.075	2,067	0.039	Significant
Y < --- Z	0.286	0.076	3,763	0.004	Significant
Y < --- X1	0.178	0.058	3,086	0.032	Significant
Y < --- X2	0.313	0.062	2,065	0.037	Significant
Y < --- X3	0.162	0.031	2,000	0.048	Significant

Source: Data processed in 2024

If $CR > +1.96$ or $CR < -1.96$ then it indicates a significant coefficient at a significance level (α) = 5% , or if the significance probability value (P) < 0.05 means the coefficient is also significant. Based on direct influence testing from table 4.14 above, it can be seen that:

- 1) The results of the first test show that leadership style (X_1) has a positive influence on intrinsic job satisfaction (Z) with a coefficient value = 0.093, CR = 2.906, and significance probability (P) = 0.048. This shows that the hypothesis which states that leadership style has a significant effect on intrinsic job satisfaction is proven to be correct (H_1 is accepted).
- 2) The results of the second test show that the psychological work environment (X_2) has a positive effect on intrinsic job satisfaction (Z) with a coefficient value = 0.057, CR = 2.057 and a significance probability (P) of 0.032. This shows that the hypothesis which states that the psychological work environment has a significant effect on intrinsic job satisfaction is proven to be correct (H_1 is accepted).
- 3) The results of the third test show *perceived organizational support* (POS) (X_3) has a positive effect on intrinsic job satisfaction (Z) with a coefficient value = 0.155, CR = 2.067 and a significance probability (P) of 0.039. This shows that the hypothesis which states that POS has a significant effect on intrinsic job satisfaction is proven to be correct (H_1 is accepted).
- 4) The results of the fourth test show that intrinsic job satisfaction (Z) has a positive effect on *Organizational Citizenship Behavior* (OCB) (Y) with coefficient value = 0.286, CR = 3.763 and probability (P) of 0.004. This shows that the hypothesis which states that intrinsic job satisfaction has a significant effect on OCB is proven to be correct (H_1 is accepted).
- 5) The results of the fifth test show that leadership style (X_1) has a positive effect on *Organizational Citizenship Behavior* (OCB) (Y) with coefficient value = 0.178, CR =

3.086 and probability (P) of 0.032. This shows that the hypothesis which states that leadership style has a significant effect on OCB is proven to be correct (H_1 is accepted).

- 6) The results of the sixth test show that the psychological work environment (X_2) has a positive effect on *Organizational Citizenship Behavior* (OCB) (Y) with coefficient value = 0.313, CR = 2.065 and probability (P) of 0.037. This shows that the hypothesis which states that the psychological work environment has a significant effect on OCB is proven to be correct (H_1 is accepted).
- 7) The seventh test results show *perceived organizational support* (POS) (X_3) has a positive effect on *Organizational Citizenship Behavior* (OCB) (Y) with coefficient value = 0.162, CR = 2.000 and probability (P) of 0.048. This shows that the hypothesis which states that POS has a significant effect on OCB is proven to be correct (H_1 is accepted).

Sobel Test (*Sobel Test*)

Sobel Test is a test to determine whether the relationship through a mediating variable is significantly capable of acting as a mediator in the relationship or not. The Sobel test is calculated using the following formula (Ghozali, 2008):

$$S_{ab} = \sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}$$

Information:

Sa = Standard error XZ

Sb = Standard error ZY

b = ZY regression coefficient

a = XZ regression coefficient

The Sobel test is carried out by testing the strength of the indirect influence of the independent variable (X) which consists of Leadership Style (X1), Psychological Work Environment (X2), *Perceived Organizational Support* / POS (X3) on the dependent variable (Y), namely *Organizational Citizenship Behavior* / OCB through the intervening variable (Z), namely Intrinsic Job Satisfaction . The results of the *Sobel Test* calculation can be seen in table 4.18 as follows:

Table 5 Sobel Test Results

	Estimate	S.E	Sobel Test Results
Y < --- X1	0.178	0.058	2,378

Y < --- X₂	0.313	0.062	3,017
Y < --- X₃	0.162	0.031	3,054
Y < --- Z	0.286	0.076	

Source: Data processed in 2024

Based on the results of the Sobel Test calculation in table 4.15 above, it can be seen that the Sobel test value at (X₁) is 2.378; (X₂) of 3.017; and (X₃) of 3.054 > 1.96 (t table value in the sample is 263), so that there is a significant indirect influence of the independent variable (X) on the variable dependent (Y) through the *Intervening/Mediation variable* (Z).

Influence of Leadership Style to Intrinsic Job Satisfaction

The results of the causality test show that the probability significance (P) value of leadership style on intrinsic job satisfaction is 0.048, which is smaller than the required significance level, namely 0.05. This shows that the hypothesis which states that leadership style has a significant effect on intrinsic job satisfaction is proven to be correct or H₁ is accepted. A positive path coefficient value means that the better the leadership style, the higher the intrinsic job satisfaction of PPNPN UNEJ education staff. This is reinforced by the research of Winarto, Jon Henri Purba (2018) stated that the leadership style applied has a significant effect on employees' intrinsic job satisfaction House Sakit Swastadico and Meand.

Based on the respondents' answers to the leadership style variable, the majority answered strongly agree, namely 47.22%, meaning that the leadership style applied by superiors of the PPNPN UNEJ educational staff was very good. According to Hasibuan (2014), a group in an organization make up a way people in influence behavior and attitude. The same And product of For each objective organization. Based on definition of leadership style the, can disimpulka npe mimpin is somebody which influence, menggerakkan, push, and control the employees For Work demikeda rannya alone and berkontribusi in a mpenca tion The aim of the company. From the results of the questionnaire, PPNPN UNEJ educational staff stated that they strongly agreed that a good leader would be willing to help his subordinates. when they need it, commit to the spiritual formation of their subordinates, have a evaluation which is objective supervises the work of his subordinates, is able to encourage his subordinates to think creatively and innovatively in line with the vision and mission of the organization, as well as providing opportunities for subordinates to improve their competencies both through education and training.

The Influence of the Psychological Work Environment to Intrinsic Job Satisfaction

The results of the causality test show that the probability significance value (P) of the psychological work environment on intrinsic job satisfaction is 0.032, which is smaller than the required significance level, namely 0.05 . This shows that the hypothesis which states that the psychological work environment has a significant effect on intrinsic job satisfaction is proven to be correct or H_1 is accepted. A positive path coefficient value means that the better the psychological work environment, the higher the intrinsic job satisfaction of PPNPN UNEJ educational staff. This is reinforced by research by Yu Ni P u t r i D e W a n t a r a , D a m e l i n a B a s a u l i T a m b u n a n (2023) with results namely l i n g k u n g a n Psychic work has a positive and significant effect on humans satisfaction intrinsic work to employee Office P T. Ske t s a C i p t a G r a h a, S u r a b a y a.

Siagian (2009) believes that by creating a good working environment in the company it will be able to support a good working atmosphere, which will give rise to high work motivation and can raise the enthusiasm and work enthusiasm of employees in order to achieve the company's productivity level. The average majority of respondents' answers to the psychological work environment variable were strongly agree, namely 50.29 % , meaning that the psychological work environment at the University of Jember was very good. Referring to the results of the questionnaire, PPNPN UNEJ educational staff stated that the psychological work environment at Jember University is created well through family relationships between employees, a conducive working atmosphere, humane treatment in career development efforts, and a sense of security when working.

The Influence of *Perceived Organizational Support* (POS) against Intrinsic Job Satisfaction

The results of the causality test show that the significance probability value (P) is *perceived organizational support* (POS) on intrinsic job satisfaction of 0.039 is smaller than the required significance level of 0.05. This indicates that the hypothesis states *perceived organizational support* (POS) has a significant effect on intrinsic job satisfaction which is proven to be true or H_1 is accepted. A positive path coefficient value means the higher the level of *perceived organizational support* (POS) for PPNPN educational staff, the higher the intrinsic job satisfaction they feel. This is strengthened with research by Silviana Mursita (2017) which states that *perceived organizational support* (POS) influences the intrinsic job satisfaction of PT employees. Varia Beton Gresik Business.

Waileruny (2014) said that *perceived organizational support* (POS) is the degree to

which employees believe the organization values their contributions and cares about their well-being. From the results of the respondents' answers, the majority on average gave an affirmative answer of 53.54 %, meaning that POS at the University of Jember is good. Of the five variable indicators, *organizational and job conditions* in the form of *training* received the highest answer, namely 72.24%, meaning that PPNPN education staff really appreciate organizational support in the form of delegation of *training* or coaching activities. *Training* or coaching is very necessary for employees to improve their competence. This will be a stimulus for employees to develop themselves in their career development efforts.

Influence of Leadership Style to *Organizational Citizenship Behavior* (OCB)

The results of the causality test show that the probability value of the significance of leadership style on *organizational citizenship behavior* (OCB) is 0.004, which is smaller than the required significance level, namely 0.05 . This indicates that the hypothesis which states that leadership style has a significant effect on *organizational citizenship behavior* (OCB) is proven correct or H_1 is accepted. A positive path coefficient value means that the better the leadership style applied by superiors, the OCB behavior of PPNPN UNEJ education staff will also increase. This is strengthened with T e t e n research I n t a n S e t i a n i , A g i Syar if Hidayat (2020) which produces a positive influence And si g n i f i c a n w e l l s e c a r a p r i a l m a u p u n the ultimate leadership style t h e o r g a n i z a t i o n a l c i t i z e n s h i p b e h a v i o u r (O C B) on Company Area A i r M i n u m (PDAM).

Robbins and Coulter (2010) suggest that a leader is someone who has managerial authority and can influence other people to achieve goals. Leaders as *role models* or role models for their subordinates should be able to set a good example. When a leader implements OCB behavior in an organization, subordinates will follow suit. Djati (2008) in Titisari (2014:6) says that *o r g a n i z a t i o n a l c i t i z e n s h i p b e h a v i o u r* (O C B) is employee behavior that is not visible either towards co-workers or towards the company, where this behavior exceeds the standard behavior set by the company and provides benefits for the company. According to the results of the questionnaire, the majority of respondents on average stated that they strongly agreed with the OCB behavior variable, meaning that PPNPN education staff had implemented OCB behavior well. However, if you look at the figures, it shows 50.27%, then only half of the PPNPN education staff implement OCB behavior, meaning that there is still a need to increase OCB behavior at all levels of employees because OCB behavior will be able to improve the quality and productivity of both individual and organizational performance.

The Influence of the Psychological Work Environment to *Organizational Citizenship Behavior (OCB)*

The results of the causality test show that the probability significance value (P) of the psychological work environment on *organizational citizenship behavior (OCB)* is 0.032, which is smaller than the required significance level, namely 0.05 . This indicates that the hypothesis which states that the psychological work environment has a significant effect on *organizational citizenship behavior (OCB)* is proven correct or H_1 is accepted. A positive path coefficient value means that the better the psychological work environment, the more OCB behavior of PPNNP UNEJ education staff will increase. This is strengthened with Yu n i P u t r i D e w a n t a r a's research , D a m e l i n a B a s a u l i T a m b u n a n (2023) with results namely l i n g k u n g a n Psychological work has a positive and significant effect on OCB behavior in employee Office P T. S k e t s a C i p t a G r a h a , S u r a b a y a.

Hanaysha (2016) stated that a good work environment is an environment that consists of all factors regarding work such as facilities for carrying out work tasks, a comfortable workplace, security, and the absence of noise. The security and comfort created by the work environment can support employees to work better. The results of the questionnaire showed that the majority of respondents answered that they strongly agreed with the psychological work environment variable, meaning that the PPNNP UNEJ education staff stated that the psychological work environment at the University of Jember was good. This will create positive relationships and a conducive work environment so that it will influence OCB behavior.

The Influence of *Perceived Organizational Support (POS)* against *Organizational Citizenship Behavior (OCB)*

The results of the causality test show that the significance probability value (P) is *perceived organizational support (POS)* on *organizational citizenship behavior (OCB)* of 0.037 is smaller than the required significance level of 0.05. This indicates that the hypothesis states *perceived organizational support (POS)* has a significant effect on *organizational citizenship behavior (OCB)* which is proven to be correct or H_1 is accepted. A positive path coefficient value means the higher the level of *perceived organizational support (POS)* PPNNP UNEJ educational staff, then OCB behavior is also increasing. This is strengthened with T a s y a N a d i f a 's (2022) research on influence *P e r c e i v e d O r g a n i z a t i o n a l S u p p o r t* which is positive and significant towards *O r g a n i z a t i o n a l C i t i z e n s h i p B e h a v i o r* (S t u d i c a s e s i n P e r a t i o n H o u s e S i c k U n i p d u M e d i k a J o m b a n g) .

According to Wann Yih And Ht a i k (201 1) , “ *P e r c e i v e d O r g a n i o n a l s u b s t a n c e s*

Support AC U p a da p e r s e p s i k a r w a n a b o u t i s e f a r m a n a o r g a n i z a t i o n e v a l u a t e c o n t r i b u t i o n m e r e k a a n d n c a r e a t e s e j a h t e r a a n t h e y " . P O S c a n h a v e a p o s i t i v e i n f l u e n c e o n O C B b e h a v i o r . A h a r m o n i o u s r e c i p r o c a l r e l a t i o n s h i p w i l l b e c r e a t e d w h e n b o t h p a r t i e s s u p p o r t e a c h o t h e r . T h i s i s i n a c c o r d a n c e w i t h t h e r e s u l t s o f t h e q u e s t i o n n a i r e o n t h e P O S v a r i a b l e w h e r e t h e m a j o r i t y o f r e s p o n d e n t s o n a v e r a g e a g r e e d t h a t t h e P O S w a s g o o d . W h e n P P N P N U N E J e d u c a t i o n a l s t a f f f e e l t h a t t h e i r c o n t r i b u t i o n i s a p p r e c i a t e d a n d t h e i r w e l f a r e i s g u a r a n t e e d , t h e y w i l l b e a b l e t o i n c r e a s e O C B b e h a v i o r . H o w e v e r , i f w e l o o k a t t h e v a r i a b l e i n d i c a t o r s o f f a i r n e s s a n d s a l a r y , t h e r e s u l t s a r e l e s s t h a n 50% , m e a n i n g t h a t t h e l e v e l o f f a i r n e s s a n d s a l a r y r e c e i v e d b y P P N P N e d u c a t i o n s t a f f i s s t i l l l a c k i n g . T h i s i s d u e t o t h e d i f f e r e n c e i n a l l o w a n c e s r e c e i v e d b e t w e e n P P N P N e d u c a t i o n s t a f f a n d P N S . I f t h i s d i f f e r e n c e c a n b e r e s o l v e d t h e n t h e O C B b e h a v i o r o f P P N P N e d u c a t i o n s t a f f c a n b e i m p r o v e d .

The Effect of Intrinsic Job Satisfaction to *Organizational Citizenship Behavior* (OCB)

The results of the causality test show that the significance probability value (P) of intrinsic job satisfaction on *organizational citizenship behavior* (OCB) is 0.048, which is smaller than the required significance level, namely 0.05 . This indicates that the hypothesis which states that intrinsic job satisfaction has a significant effect on *organizational citizenship behavior* (OCB) is proven correct or H_1 is accepted. A positive path coefficient value means that the higher the intrinsic job satisfaction of PPNPN UNEJ education staff, the OCB behavior will also increase. This is strengthened with research by Azhar, Erita Yuliasesti Diah Sari, Choirul Anam (2019) regarding the positive and significant influence of perceptions of organizational support and intrinsic job satisfaction on *Organizational Citizenship Behavior* (OCB) with organizational commitment as a variable . editor .

According to Robbins (2002) in Titisari (2014:16), one of the most important internal factors that can form OCB is job satisfaction. Employee y a n g p u a s o w n p o s s i b i l i t y m o r e b i g t o s p e a k s e c a r a p o s i t i v e t e n t a n g o r g a n i z a t i o n , h e l p c o l l e a g u e W o r k , a n d m a k e w o r k t h e y e x c e e d e d t h e e s t i m a t e d n o m i n a l v a l u e . A c c o r d i n g t o t h e r e s u l t s o f t h e q u e s t i o n n a i r e , t h e a v e r a g e m a j o r i t y o f r e s p o n d e n t s a n s w e r e d t h a t t h e y s t r o n g l y a g r e e d w i t h t h e i n t r i n s i c j o b s a t i s f a c t i o n v a r i a b l e , n a m e l y 50.29% , m e a n i n g t h a t P P N P N e d u c a t i o n s t a f f f e l t i n t r i n s i c j o b s a t i s f a c t i o n w i t h t h e h i g h e s t p e r c e n t a g e o n t h e *responsibility variable indicator* , n a m e l y t h r o u g h a n a t t i t u d e o f r e s p o n s i b i l i t y . I n t r i n s i c j o b s a t i s f a c t i o n t h a t c o m e s f r o m w i t h i n t h e P P N P N U N E J e d u c a t i o n a l s t a f f i s r e f l e c t e d i n t h e i r r e s p o n s i b l e a t t i t u d e t o w a r d s t h e w o r k g i v e n t o t h e m . T h i s w i l l b e a b l e t o h a v e a p o s i t i v e i n f l u e n c e o n O C B b e h a v i o r w h i c h w i l l h a v e a n i m p a c t o n i m p r o v i n g o r g a n i z a t i o n a l q u a l i t y .

Siagian (2007), states that a leader must be able to create employee satisfaction at work. Leaders as *role models* or role models are a factor that directs the organization and also provide examples of behavior for their followers so that the role of leadership is very influential in increasing employee job satisfaction. According to Robbins & Judge (2017), employees who have job satisfaction will have a concept of results and loyalty, thus employees will voluntarily act beyond what the organization expects. In other words, if employees of a company feel satisfied with their work, then the company will be more effective. This shows that when leaders provide a level of intrinsic job satisfaction to PPNPN UNEJ education staff through a helpful attitude when needed, providing spiritual guidance both through formal and informal activities, providing objective assessments to subordinates, providing opportunities for subordinates to complete their work, and giving subordinates the opportunity To increase their competence, they will also be able to increase their subordinates' OCB behavior.

The Influence of the Psychological Work Environment to *Organizational Citizenship* Behavior (OCB) through Intrinsic Job Satisfaction

The results of testing the effect of mediation using the Sobel test show that the Sobel test value (*Sab*) of the psychological work environment on *organizational citizenship behavior* (OCB) through intrinsic job satisfaction is 3.017 greater than the required t-table value for a sample of 263, namely 1.96. . This shows that the hypothesis which states that the psychological work environment has a significant effect on *organizational citizenship behavior*

(OCB) through intrinsic job satisfaction is proven to be correct or H_1 is accepted. Intrinsic job satisfaction has been proven to mediate the influence of the psychological work environment on *organizational citizenship behavior* (OCB). A positive path coefficient value means that the higher the intrinsic job satisfaction, the more it will mediate the influence of the psychological work environment on *organizational citizenship behavior* (OCB). This is strengthened with Yuni Putri Dewantara's research, Damelin Basauli Tamunan (2023) with results namely Linggungan Psychic work has a positive and significant effect on humans mediated OCB behavior by satisfaction intrinsic work to employee Office P.T. Sektas Cipitah, Surabaya.

According to Wursanto (2005), the work environment is an environment that influences the formation of a person's behavior at work. The psychological work environment is something that concerns the psychological aspects of the work environment or the non-physical conditions around the workplace (Darmawan, 2011: 59). A good psychological work environment is when employees can do their work optimally because they feel safe and comfortable when they work, a conducive work atmosphere, family work relationships, and humane treatment from superiors to subordinates. The results of the questionnaire show that the psychological work environment felt by PPNPN UNEJ educational staff is good, this can be proven by looking at the respondents' answers, the majority of whom on average strongly agree with the indicators of the psychological work environment variable. A good psychological work environment will give rise to intrinsic job satisfaction in an employee. When an employee feels intrinsic job satisfaction, OCB behavior will also increase.

The Influence of Perceive Organizational Support (POS) against Organizational Citizenship Behavior (OCB) through Intrinsic Job Satisfaction

The results of testing the effect of mediation using the Sobel test show that the Sobel test value (*Sat*) of *perceived organizational support* (POS) on *organizational citizenship behavior* (OCB) through intrinsic job satisfaction is 3.054 greater than the required t-table value for a sample of 263, which is equal to 1.96. This shows that the hypothesis which states that *perceived organizational support* (POS) has a significant effect on *organizational citizenship behavior* (OCB) through intrinsic job satisfaction is proven to be correct or H_1 is accepted. Intrinsic job satisfaction has been proven to mediate the effect of *perceived organizational support* (POS) on *organizational citizenship behavior* (OCB). A positive path coefficient value means that the higher the intrinsic job satisfaction, the more it will mediate the influence of *perceived organizational support* (POS) on *organizational citizenship*

behavior (OCB). This is strengthened with research by Angga & Agoes (2017) with research results namely that there is a positive and significant influence on perception to the organization of citizen ship behavior with variable satisfaction Work as a media si .

According to Rhodes & Eisenberger (2002), *Perceived Organizational Support* (POS) merupakan dukungan organisasi Which convincing somebody that organisasi itu four patk es of the men hang ha ge contrivitions in p and p e r e a t i o n k e s e j a h t e r a a n n y a . POS is considered important for OCB because it is considered a stimulus for employees to be loyal and contribute more to the organization. When employees feel they have support from the organization and are accompanied by high job satisfaction, this is believed to increase employee OCB behavior. This statement shows that intrinsic job satisfaction has a strong mediating role in the influence of POS on the OCB behavior of PPNPN UNEJ education staff. Intrinsic job satisfaction felt by PPNPN UNEJ educational staff due to organizational support such as providing a fair assessment of employee performance, providing solutions to problems faced by subordinates, providing appropriate salaries and allowances, providing confidence in the completion of assigned tasks, and providing training to improve skills will be able to increase OCB behavior in him.

4. CONCLUSION

Based on theory and research results on "The Influence of Leadership Style, Psychological Work Environment, and *Perceived Organizational Support* (POS) through Intrinsic Job Satisfaction on *Organizational Citizenship Behavior* (OCB) of Non-State Servant Education Staff (PPNPN) at the University of Jember , then can be concluded as follows:

1. Leadership style has a significant effect on the intrinsic job satisfaction of PPNPN education staff at the University of Jember . A positive coefficient value means that the better the leadership style , the more intrinsic job satisfaction will increase.
2. The Psychological Work Environment has a significant influence to Intrinsic Job Satisfaction of PPNPN Education Personnel at Jember University. A positive coefficient value means that the better the psychological work environment, the more intrinsic job satisfaction will increase.
3. *Perceived Organizational Support* (POS) has a significant effect on Intrinsic Job Satisfaction of PPNPN Education Personnel at Jember University. A positive coefficient value means that the higher the POS, the more intrinsic job satisfaction will increase.
4. Leadership style has a significant effect on *Organizational Citizenship Behavior* (OCB) PPNPN Education Staff at Jember University. A positive coefficient value means that the

better the leadership style , the OCB behavior will increase.

5. The Psychological Work Environment has a significant influence to *Organizational Citizenship Behavior* (OCB) PPNPN Education Staff at Jember University. A positive coefficient value means that the better the psychological work environment, the more OCB behavior will increase.
6. *Perceived Organizational Support* (POS) has a significant effect on *Organizational Citizenship Behavior* (OCB) PPNPN Education Staff at Jember University . A positive coefficient value means that the higher the POS, the more OCB behavior increases.
7. Intrinsic Job Satisfaction have a significant effect on *Organizational Citizenship Behavior* (OCB) PPNPN Education Staff at Jember University. A positive coefficient value means that the higher the intrinsic job satisfaction, the more OCB behavior will increase.
8. Intrinsic Job Satisfaction has a mediating role in the influence of leadership style on *Organizational Citizenship Behavior* (OCB) PPNPN Education Staff at Jember University .
9. Intrinsic Job Satisfaction has a mediating role in the influence of the psychological work environment on *Organizational Citizenship Behavior* (OCB) PPNPN Education Staff at Jember University .
10. Intrinsic Job Satisfaction has a mediating role on the influence of *Perceived Organizational Support* (POS) against *Organizational Citizenship Behavior* (OCB) PPNPN Education Staff at Jember University.

BIBLIOGRAPHY

- Adkins, C. L., & Naumann, S. E. (2002). *The Value Achievement and Responses to the Work Environment*. Journal of Behavioral and Applied Management: Vol.3(2).
- Ajabar. (2020). *Manajemen Sumber Daya Manusia*. Yogyakarta: Grup Penerbit CV Budi Utama.
- Allen, M., & Brady. (1997). Total Quality Management, Organizational Commitment, Perceived Organizational Support, and Intraorganizational Communication. *Management Communication Quarterly*. Vol. 10, No. 3. 316-341.
- Alimudin, A., & Sukoco, A. (2017). The Leadership Style Model That Builds Work Behavior Through Organizational Culture. *JURNAL LENTERA: Kajian Keagamaan, Keilmuan Dan Teknologi*, 3(2), 362–375.
- Angga Erly Aswin, Agoes Ganesha Rahyuda. (2017). Pengaruh *Perceived Organizational Support* terhadap *Organizational Citizenship Behavior* dengan Variabel Kepuasan Kerja sebagai Mediasi. *E-Jurnal Manajemen Unud*, Vol. 6, No. 5: 2729-275 ISSN:

2302-8912

- Arina Ratna Paramita. (2008). Analisis Faktor-Faktor yang Mempengaruhi OCB karyawan Kontrak (studi pada karyawan kontrak dilingkungan Universitas Diponegoro Semarang). *Skripsi*. Semarang: Universitas Diponegoro.
- Azhar, Erita Yuliasesti Diah Sari, Choirul Anam. (2019). Pengaruh Persepsi Dukungan Organisasi dan Kepuasan Kerja Terhadap *Organizational Citizenship Behavior* (OCB) dengan Komitmen Organisasi Sebagai Variabel Mediator. *Jurnal Akuntansi dan Keuangan* 16(1): 36-46
- Baylor, K. M. (2010). *The influence of intrinsic and extrinsic job satisfaction factors and affective commitment on the intention to quit for occupations characterized by high voluntary attrition*. Florida: Nova Southeastern University, H. Wayne Huizenga School of Business and Entrepreneurship.
- Berger, R. L. (2015). *Hypothesis Testing in Statistics*. In *International Encyclopedia of the Social & Behavioral Sciences* (pp.491-493). Elsevier. <https://doi.org/10.1016/B978-0-08-097086-8.42133-1>
- Darmawan, Deni. (2011). *Teknologi Pembelajaran*. Bandung: PT. Remaja Rosdakarya.
- Davis, Keith dan Newstrom, John. (2012). *Perilaku dalam Organisasi*. Jakarta: Erlangga
- Dewantara, Yuni Putri & Tambunan, Damelina Basauli. (2023). Pengaruh Lingkungan Kerja Terhadap *Organizational Citizenship Behavior* Yang Dimediasi Oleh Kepuasan Kerja Terhadap Karyawan Kantor PT. Sketsa Cipta Graha, Surabaya. *Jurnal Ilmiah Wahana Pendidikan*, April 2023, 9(8), 492-497 DOI: <https://doi.org/10.5281/zenodo.7897918> p-ISSN: 2622-8327 e-ISSN: 2089-5364
- Dimiyati, M. (2019). Metodologi Riset Pemasaran : Konsep dan Aplikasi *Structural Equation Modelling* (SEM). Jakarta: Mitra Wacana Media
- Eisenberger, dkk. (1986). *Perceived organizational support*. *Journal of Applied Psychology*, 500-507.
- Eisenberger, R., Fasolo, P. and LaMastro, V.D. (1990). “*Perceived organizational support and employee diligence, commitment, and innovation*”, *Journal of Applied Psychology*, Vol. 75 No. 1, pp. 51- 59.
- Fatmasari, Ika Tantri dan Rozaq, Khoirur. (2023). Pengaruh Persepsi Dukungan Organisasi dan Motivasi Intrinsik terhadap *Organizational Citizenship Behavior* melalui Komitmen Organisasi sebagai Variabel Mediasi pada PT X. *Jurnal Ilmu Manajemen* Vol. 11 No. 3: 576-588
- Ferdinand, A. (2002). *Structural Equation Modelling* dalam Penelitian Manajemen. Edisi Ketiga. Semarang; Penerbit Universitas Diponegoro.
- Gibson, J. L. (2003). *Struktur Organisasi dan Manajemen*. Jakarta: Erlangga.
- Ghozali, I. (2005). Model Persamaan Struktural : Konsep dan Aplikasi dengan progam AMOS versi 5.0. Semarang: Penerbit Universitas Diponegoro

- Ghozali, I. (2008). *Structural Equation Modelling*. Edisi II. Semarang: Penerbit Universitas Diponegoro
- Goodwin, Vicki L., J. Lee Whittington, Brian Murray, Tommy Nichols. (2011). Moderator or Mediator? Examining the Role of Trust in the Transformational Leadership Paradigm. *Journal of Managerial Issues* Vol. 23, No 4, pp. 409-425.
- Hanaysha, Jalal. (2016). *Testing the Effect of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment*. *Procedia-Social and Behavioral Sciences* 229: 289-297
- Hariandja, Marihot Tua Efendi. (2012). *Manajemen Sumber Daya Manusia : Pengadaan, Pengembangan, Pengkompensasian, dan Peningkatan. Produktivitas Pegawai*. Jakarta : Grasindo Persada.
- Harsuko Riniwati. (2016). *Manajemen Sumber Daya Manusia (Aktivitas Utama dan Pengembangan Sumber Daya Manusia)*. Malang: Penerbit UB Press
- Herzberg, F. (1959). *The motivation to work*. (2nd ed.). New York: John Wiley & Sons.
- Malayu Hasibuan, (2014). *Manajemen Sumber Daya Manusia*. Jakarta. Grasindo.
- Meigantari, N. L. G. Y., Netra, I. G. S. K. (2016). Pengaruh penempatan, keadilan organisasional, kepuasan kerja terhadap kinerja pegawai RSUD Wangayakota Denpasar. *E-Jurnal Manajemen Unud*. 5(1):3986-4015
- Muhdar, HM. (2015). *Organizational Citizenship Behavior Perusahaan*. Penerbit Sultan Amai Press. IAIN Sultan Amai Gorontalo.
- Nadifa, Tasya. 2023. Pengaruh *Perceived Organizational Support* dan Karakteristik Pekerjaan terhadap *Organizational Citizenship Behavior* (Studi pada Perawat Rumah Sakit Unipdu Medika Jombang. Skripsi. Jombang: STIE PGRI Dewantara
- Northouse, P. G. (2018). *Leadership: Theory and practice*. Sage publications.
- Nurcahyo, R. J. (2016). Pengaruh Kepemimpinan, Kepuasan Kerja dan Komitmen Organisasional terhadap *Organizational Citizenship Behavior* (OCB) Perawat RSD Panembahan Senopati Bantul. *Sinergi*, 13(1), 41–55. <https://doi.org/10.20885/sinergi.vol13.iss1.art4>
- Organ, D. W. (1988). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington, MA: Lexington Books
- Podsakoff, Philip M., Scott B. Mackenzie, Robert H. Moorman dan Richard Fetter. (1990). *Transformational Leader Behaviors and Their Effects on Followers' Trust In Leader, Satisfaction, And Organizational Citizenship Behaviors*, *Leadership Quarterly* Vol 1, No 2, pp. 107-142.
- Priyandini, L., dkk. (2020). Pengaruh Komitmen Organisasi, Lingkungan Kerja, dan Motivasi Terhadap *Organizational Citizenship Behavior* (OCB) Karyawan PT Sport Glove Indonesia Cabang Wonosari. *Jurnal Cakrawangsa Bisnis* Vol. 1 No. 2: 153-162

- Putranti, H. Ratnawati Dwi, dkk. (2021). Analisis *Perceived Organizational Support*, *Quality Culture*, dan Kepuasan Kerja sebagai *Second-Order Factor* terhadap *Turnover Intention* Karyawan Generasi Y di ATC (*Air Traffic Control*). Jurnal Maksipreneur Vol. 10 No.2: 258-277
- Rivai, V., & Mulyadi, D. (2014). Kepemimpinan dan Perilaku Organisasi. Jakarta : Raja Grafindo Persada
- Robbins, Stephen P. dan Coulter, Mary. (2010). Manajemen Edisi Kesepuluh. Jakarta: Erlangga
- Robbins, S. P. dan Judge. (2002). Perilaku Organisasi. Jakarta: Salemba Empat.
- Sari, I.G.A.I.P., Dewi, A.A.S.K. (2017). Pengaruh dukungan organisasional dan komitmen organisasional terhadap OCB karyawan F&B Di Melasti Beach Hotel Kuta. *Jurnal Manajemen*,6(8), 4452-4480.
- Setiani, T. Intan, Hidayat, A. Syarif. (2020). Pengaruh Kepemimpinan dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior (OCB) pada Perusahaan Daerah Air Minum. Jurnal Forum Ekonomi, 22(1): 123-129
- Siagian, Sondang. P. (2009). Manajemen Sumber Daya Manusia. Edisi.1, Cetakan. 17 Jakarta, Bumi Aksara
- Singarimbun, M & Effendi, S. (2011). Metode Penelitian Survei. Jakarta: LP3S.
- Soehardi, Sigit. (2003). Perilaku Organisasi. Yogyakarta: BPFE UST
- Solimun. (2017). Metode Statistika Multivariat Pemodelan Persamaan Struktural (SEM) Pendekatan WarpPLS. Malang: Universitas Brawijaya Press.
- Spector, P.E. (2012). *Industrial and Organizational Psycology Research and Practice 2nd Edition*. New York: John Wily and Sons Inc.
- Sumarni, Murti dan Salamah Wahyuni. (2006). *Metodologi Penelitian Bisnis*. Yogyakarta : Penerbit ANDI Yogyakarta.
- Sutrisno, E. (2017). MANAJEMEN SUMBER DAYA MANUSIA. Jakarta: KENCANA.
- Titisari, Purnamie. (2014). Peranan *Organizational Citizenship Behavior* (OCB) dalam Meningkatkan Kinerja Karyawan. Jakarta: Mitra Wacana Media.
- Veithzal, Rivai. (2014). Manajemen Sumber Daya Manusia untuk Perusahaan. Edisi ke 6. Depok: PT. Raja Grafindo Persada
- Waileruny, Hulawa Theresia;. (2014). *Perceived organizational support, job satisfaction dan organizational citizenship behavior* pada PT.Bank Maluku cabang utama kota Ambon. *AGORA*, 2.
- Wann Yih, W., & Htaik Lawrence, S. (2011). *The impact of perceived organizational support, job satisfaction, and organizational commitment on job performance in hotel industry. The 11 International DSI And The 16th APDSI Joint Meeting*, Taipei,

Taiwan, July 12-16.

- Winarto, Jon Henri Purba. (2018). Pengaruh Gaya Kepemimpinan Transformasional terhadap *Organizational Citizenship Behavior* dengan Kepuasan Kerja sebagai Variabel Intervening (Studi Kasus pada Karyawan Rumah Sakit Swasta di Kota Medan). Jurnal Ilmiah Methonomi 4.2: 111-123
- Weiss, R.S. (2011). *The Provisions of Social Relationship*. Englewood Cliff: Prentice Hall
- Westerman, J.W. and Yamamura, J.H. (2007). “*Generational Preferences for work environment fit: effects on employee outcomes*”, *Career Development International*, Vol. 12 No. 2: 150-161
- Wursanto, Ignasius. (2005). Dasar-dasar Ilmu Organisasi. Yogyakarta: Andi
- Wursanto, Ignasius. (2009). Dasar-dasar Ilmu Organisasi. Edisi Dua. Yogyakarta: Andi
- Yukl, G. (2010). Kepemimpinan dalam Organisasi. Jakarta: PT. Indeks