

Research Article

Enhancing Organizational Citizenship Behavior Through Leader Behavior and Job Satisfaction in Construction Company Associations

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ORCIDBambang Supriadi: <https://orcid.org/0000-0002-3377-7065>**Abstract.**

This study aims to elucidate the influence of job satisfaction and leader behavior variables in enhancing organizational citizenship behavior (OCB). The sample consists of large qualified contractor companies and medium qualified contractor companies. Respondents were identified using purposive sampling technique for each category within a target population. Correlational analysis is employed using the Generalized Structured Component Analysis (GSCA) approach, an inventive approach to the Structural Equation Model (SEM). The GSCA analysis is used to derive a powerful structural model for predictive purposes. The research results show that leader behaviour and job satisfaction have significantly and simultaneously effect on OCB.

Keywords: behaviour, job satisfaction, Organizational Citizenship Behaviour (OCB)

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1. Introduction

The issue at hand revolves around the substantial number of human resources lacking the requisite competencies in alignment with the expectations outlined in the implementation of Regulation No. 8 of 2022 by the Ministry of Public Works and Housing (PUPR), regarding the Procedures for Fulfilling Construction Service Standard Certificates in Support of Business Licensing Facilitation for Construction Service Providers. Employees have expressed discontent with the organization's policies that must be in harmony with the evolving systems and procedures, encompassing changes in work structure and job-tightening measures.



In light of these challenges, the researcher is motivated to undertake this study to identify the root causes of job dissatisfaction. Is this issue attributable to organizational factors, particularly the conduct of leadership? The behaviour of leaders and job satisfaction can significantly influence Organizational Citizenship Behavior (OCB). To what extent is OCB among employees influenced by the behaviour of leaders and job satisfaction?

The prevailing phenomenon underscores a significant deficiency in employee job satisfaction in Indonesia. In light of the working conditions of employees, it is imperative to focus on creating a conducive work environment, as the work environment is a highly influential factor. Therefore, creating a work environment that fosters a sense of ownership and commitment towards one's job is imperative.

This study aims to elucidate the influence of job satisfaction variables in enhancing organizational citizenship behavior, leader behaviour variables in enhancing organizational citizenship behavior and job satisfaction and leader behaviour variables on organizational citizenship behavior. The results of this research contribute to the development and confirmation of research on the influence of job satisfaction on OCB and contribute to the development and confirmation of research on the influence of leader behavior on OCB, especially in construction company associations.

2. Theoretical Review

2.1. Leader behavior

The behavioural theory of leadership is grounded in the belief that great leaders are made, not born. Rooted in behaviourism, this theory of leadership centres on the actions of leaders rather than their internal or mental qualities. According to this theory, anyone can learn to be a leader through training or observation. The behavioural approach posits that leadership can be learned from patterns of behaviour rather than the traits of leaders. However, the effectiveness of leadership behaviour is influenced by various variables. Therefore, behaviour alone does not determine the success of leadership. The concept of behavioural leadership emerged because it was believed that the traditional concept of leadership, based on traits, could not produce effective leadership due to the difficulty in identifying specific traits. Yukl, as cited in Marno [1], explains that leader behaviour toward subordinates can take four forms: 1) some leaders emphasize task-oriented behaviour; 2) others prioritize relationship-oriented behaviour; 3) some value

both aspects equally; and 4) some leaders neglect both aspects. Yukl [2] contends that leadership behaviours are the primary focus in identifying effective leadership behaviour.

2.2. Job satisfaction

Job satisfaction refers to an individual's feelings about their job and their attitude toward various aspects of their work, thereby influencing the alignment between the individual and the organization [3]. It encompasses factors that yield both satisfaction and dissatisfaction. Liana [4] also note that job satisfaction is closely related to an employee's attitude toward their work. The level of job satisfaction is reflected in a positive work attitude. Therefore, job satisfaction should be maximized to enhance work morale, dedication, love for discipline, and employee performance. Liana [4] elaborates on meaningful and satisfying work, which can be assessed based on several factors, including:

1. Opportunities to develop talents and abilities to face challenges and situations that require independent initiative and self-direction.
2. Individual involvement in thinking activities.
3. Understanding one's role in achieving broader objectives.
4. Taking pride in one's work and performing it well.

Based on these descriptions, employees will feel satisfied if they are consistently provided with opportunities to develop their skills and abilities, are involved in decision-making processes, clearly understand their role, and take pride in their accomplishments. Spector [5] describes job satisfaction aspects as follows:

1. Salary aspect, including satisfaction with salary and salary increases.
2. Promotion aspect, encompassing satisfaction with promotional opportunities.
3. Supervision aspect, involving satisfaction with direct supervision.
4. Benefits aspect, including satisfaction with monetary benefits.
5. Contingent rewards aspect, which covers satisfaction with appreciation, recognition, and rewards for good performance.
6. Operating procedures aspect, encompassing satisfaction with operational policies and procedures.
7. Co-workers aspect, involving satisfaction with colleagues.
8. Job nature aspect, including satisfaction with the type of work.

2.3. Organizational Citizenship Behavior (OCB)

OCB is a relatively new concept in performance analysis, representing long-standing human behaviours characterized by voluntary and supportive actions without any formal request for payment or official rewards in return [6]. An example of OCB is defending the organization when other employees criticize it and assisting colleagues with their tasks. OCB serves to enhance the overall performance of the organization.

OCB is discretionary individual behaviour that is not directly or explicitly recognized by the formal reward system and, in the aggregate, promotes the effectiveness of organizational functions [7] as cited by Neeta [8]. Numerous studies have been conducted on OCB, and this behaviour contributes to the effectiveness of an organization's functions. OCB reflects actions performed by employees beyond the minimum requirements expected by the organization and can enhance the well-being of colleagues, workgroups, and the organization as a whole [8].

Based on the descriptions provided, OCB is voluntary behaviour undertaken by employees that goes beyond the expected roles within an organization, and it does not involve formal requests for payment or official rewards in return for the work performed. OCB is characterized by voluntary actions taken by employees in pursuit of an organization's goals. Nair [9] also states that two dimensions influence OCB: conscientiousness (work dedication) and altruism (helping co-workers). In contrast, Kashani [6] identifies several dimensions that influence OCB, including:

1. **Helping Behavior:** Identified as a significant aspect of OCB, it involves voluntarily assisting others or preventing work-related problems.
2. **Sportsmanship:** Defined as the willingness to tolerate unavoidable discomfort and work without complaints.
3. **Organizational Loyalty:** Demonstrates loyalty and goodwill toward the organization, spreading positivity and protecting the organization.
4. **Organizational Compliance:** Reflects an individual's acceptance of and adherence to organizational rules, regulations, and procedures, resulting in compliance.
5. **Individual Initiative:** This entails going beyond the minimum required tasks and performing additional roles voluntarily.
6. **Civic Virtue:** Reflects a macro-level interest or commitment to the entire organization. It is demonstrated by active participation in management and decision-making processes, staying vigilant regarding external threats and opportunities, and looking

out for the organization's best interests. Self-Development: Involves voluntary employee engagement in enhancing knowledge, skills, and abilities.

Neeta [8] utilizes Organ [7] five dimensions to measure OCB:

1. Altruism: Refers to helping fellow employees and guiding newcomers with tasks, demonstrating a willingness to make sacrifices.

2. Civic Virtue: This behaviour is characterized by a sense of responsibility, participation, and rational concern for the organization's life. In other words, it is indicated by employee involvement in meetings, participation in social activities such as gatherings, attending specific meetings, and more.

3. Conscientiousness: This behaviour relates to complying with norms and rules, taking breaks on time, punctuality in activities, avoiding meetings or complying with organizational rules, and reporting tasks promptly as directed by superiors.

4. Courtesy: Courtesy behaviour demonstrates discretionary actions by individuals to prevent job-related problems, assess and do what is best for employees, and show kindness and respect to others.

5. Sportsmanship: Sportsmanship is the willingness to tolerate less-than-ideal conditions without complaining and refraining from complaining.

3. Research Methodology

The research methodology employed in this study is quantitative research. The research design is as follows (see Fig. 1):

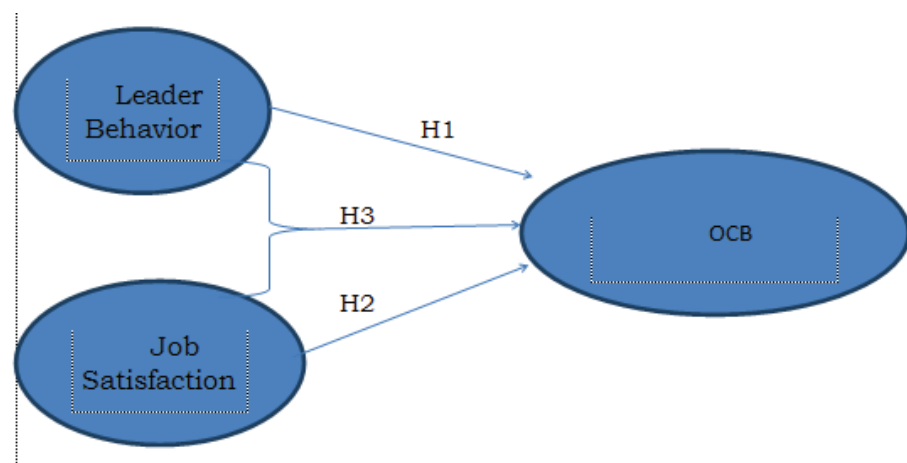


Figure 1: Hypothesis model.

H1: L.B. significantly influences OCB.

H2: J.S. significantly influences OCB.

H3: L.B. and J.S. jointly have a significant influence on OCB.

The research population comprises 101 employees. Data collection is carried out using a questionnaire with a Likert scale instrument. The analytical tool employed is multiple regression. The type of data collected in this research is primary data using qualitative data which is quantified using parametric statistical techniques obtained through the results of distributing questionnaires to several medium and upper qualification contractor companies in Malang City.

Instrument testing is carried out using validity and reliability tests to measure the validity and reliability of the research instruments used. Based on the validity test results, it is evident that the L.B. variable is valid, the J.S. variable is valid, and the OCB variable instrument is valid. Regarding the reliability test results, Cronbach's alpha for the L.B. variable is 0.84; for J.S., it is 0.87; and for OCB, it is 0.82. These values indicate reliability as they are more significant than 0.7.

4. Result and Discussion

4.1. Research result

4.1.1. Description of respondents

The research sample consisted of one hundred and one respondents. General criteria include the respondent's age and gender. The respondents used as samples for this research are shown in the tables 1 and 2:

TABLE 1: Respondents based on gender.

No	Gender	Amount	Presentations (%)
1	Man	79	78.2
2	Woman	22	21.8
	Total	101	100%

Based on the data in table 1 above, it can be explained that the number of respondents in this study who were female was 22 respondents (21.8%) and male respondents were 79 respondents (78.2%).

TABLE 2: Respondents based on age.

No	Age	Amount	Presentations (%)
1	17-30	2	2.0
2	31-40	95	94.1
3	>41	4	4.0
Total		101	100%

Based on table 2, it shows that the number of respondents aged 17-30 years was 2 respondents (2%), aged 31-40 years was 95 respondents (94.1%), and aged 41 years was 4 respondents (4.0 %).

4.1.2. Analysis results

The magnitude of the influence of the L.B. and J.S. variables on OCB is as follows: $R = 0.460$, $R^2 = 0.211$, Adjusted $R^2 = 0.185$, and Std. The error of the estimate = 3.6510. Therefore, this can be categorized as moderate, given that 0.460 indicates the correlation between the L.B. and J.S. variables with OCB. The coefficient of determination shows a value of 0.211, meaning that L.B. and J.S. influence OCB.

Based on the ANOVA test to determine the collective influence can be observed in the following table 3:

TABLE 3: Model regression.

Model	Sum Squares	df	Mean Square	F	Sig.
Regression	211.73	2	105.86	7.907	.001 ^b
Residual	798.9	59	13.3		
Total	1001.6	61			

The Sig value is $0.00 < 0.05$, which is less than 0.05, indicating that L.B. and J.S. collectively have a sign significant influence.

The research results indicate that there is a significant favourable influence of Leader Behavior (L.B.) on OCB, with a value of $2.9 > 1.7$, and Job Satisfaction (J.S.) also has a significant favourable influence with a value of $3.2 > 1.7$ on OCB. Both variables have a significant favourable influence on OCB, with a value of $7.10 > 3.2$. The significance value is partially and collectively less than 0.05 or $0.000 < 0.05$.

The better the L.B. in leading the organization's employees, the higher the OCB. Similarly, higher J.S. leads to increased OCB. When both L.B. and J.S. are better, OCB is also enhanced.

5. Discussions

This research proves that Leader Behavior can increase OCB in contractor companies affiliated with the Company Association, consisting of sizeable and medium-qualified contractor companies. This means that the higher the Leader's Behavior, the higher the OCB as behaviour outside the obligations of the job description carried out by employees to help the organization or other employees. The results of this research support research conducted by Ahmad [10], Darmayanti et al. [11], Dwiarta and Purnaningrum [12], which stated that Leader Behavior could have a positive and significant effect on OCB.

This research also proves that job satisfaction can increase OCB in contractor companies affiliated with the Company Association, consisting of sizeable qualified contractor companies and medium qualified contractor companies, and the relationship between job satisfaction and OCB is positive. This means that the higher the level of job satisfaction felt by employees, the higher the OCB as behaviour outside the obligations of the job description carried out by employees to help the organization or other employees. The results of this research support research conducted by Fanani and Djati [13], Pio and Tampi [14], and Maulana [15] which stated that job satisfaction has a positive and significant effect on OCB.

6. Conclusions

The research results show that leader behaviour and job satisfaction significantly affect OCB, and leader behaviour and job satisfaction simultaneously significantly affect OCB. Hopefully, this research can contribute to increasing OCB by looking at the influence of leader behaviour and job satisfaction in contractor companies affiliated with the Company Association, consisting of sizeable and medium-qualified contractor companies, especially in Malang City.

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