

# Model for increasing OCB for civil servants in Lahat Regency through transformational leadership, placement, and toxic workplace environment with job satisfaction as an intervening variable

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## KEYWORDS

job satisfaction  
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**ABSTRACT** Considering its vital role, it is appropriate for a government institution to carry out a mechanism for maintaining human resources by paying attention to the Organizational Citizenship Behavior (OCB) of the state civil apparatus itself. OCB is very necessary because it can increase organizational effectiveness, because OCB is able to influence social aspects in government institutions, such as teamwork, communication and other interpersonal skills. This research aims to build a conceptual and empirical model by analyzing and proving the influence of Transformational Leadership, Placement, Toxic Workplace Environment on Organizational Citizenship Behavior with Job Satisfaction as an Intervening Variable in Civil Servants in Lahat Regency. The research method used in this research is a quantitative approach. The model used in this research is a causality model to test the relationship between variables in a model, both between indicators and their constructs and the relationship between constructs. The results of Structural Equation Modeling (SEM) analysis show that Transformational Leadership has a significant effect on increasing OCB; Placement has a positive effect on increasing OCB; Toxic Workplace Environment has a significant effect on increasing OCB; Transformational Leadership through job satisfaction has a significant effect on increasing OCB; Placement through job satisfaction has a significant effect on increasing OCB; Toxic Workplace Environment through job satisfaction has a significant effect on increasing OCB.

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## 1. INTRODUCTION

An organization's success in improving employee performance is closely related to the quality of human resource management. An organization can make several efforts to improve employee performance, including by creating employee job satisfaction, a comfortable work environment (Neessen, et al., 2021) and by increasing OCB (Wicaksono & Gazali, 2021). Negara and Selatan (2020), to create high performance, Organizational Citizenship Behavior (OCB) is needed so that it is able to utilize the potential of OPD (Regional Apparatus Organizations) at the Regional Government level. Organizational Citizenship Behavior (OCB) is the behavior of organizational members which is an individual's positive contribution to their organization. Some OCB behaviors include: behavior of helping others, behavior of volunteering for extra tasks, behavior of obeying rules and complying with procedures in the workplace (Fan, 2016).

Organizational citizenship behavior (OCB) is proof of solid cooperation within an organization (Lee et al., 2023). OCB is a form of behavior that is an individual choice and initiative, not related to the formal reward system of the organization/institution but can essentially increase the effectiveness of the organization/institution (Triani et al., 2020). On the one hand, OCB can reduce the occurrence

of disputes and on the other hand it can increase work efficiency. In this way, indirectly this behavior can produce positive results for the State Civil Apparatus (ASN) echelon IV officials who have attended leadership education and training (training). Organizational citizenship behavior (OCB) can simply be interpreted as an individual contribution that exceeds role demands in the workplace (Sentoso, 2022). In the context of modern organizations or institutions, OCB is an indispensable characteristic because it can increase organizational effectiveness. How can OCB not be able to influence the social aspects that exist in every organization, such as teamwork, communication and other interpersonal skills, as well as the work environment (Hidayah and Harnoto, 2018). Organizational Citizenship Behavior (OCB) is individual behavior that is discretionary, not directly or explicitly recognized by formal rewards, systems, and which in aggregate encourages the effective functioning of the organization (Fitrio, et al., 2019). Greenberg & Baron state that Organizational Citizenship Behavior (OCB) is an action carried out by members of the organization in excess of the formal requirements of their employment (Mustofa and Muafi, 2021). Basically, OCB is voluntary behavior of organizational members outside of the job description (Eungoo and Hwang, 2023).

Specifically, OCB can influence company performance in terms of: encouraging increased productivity of superiors and employees; encourage the use of organizational resources for more specific purposes; reducing the need to use scarce organizational resources on maintenance functions; facilitate coordination activities among team members and work groups; further improve the organization's ability to maintain and retain quality employees by making the work environment a more enjoyable place to work; increasing the stability of company performance by reducing the diversity of performance variations of each company unit; increasing the company's ability to adapt to environmental changes (Fan, 2016). In increasing OCB in each employee, of course there are many influencing factors, including leadership, environment, placement, and job satisfaction, as well as many other factors. Therefore, it is necessary to test whether these factors can influence OCB in employees.

Facts on the ground show that the OCB behavior of Civil Servants in Lahat Regency is still less than optimal. There is still a lack of OCB behavior such as helping fellow co-workers, where when asked to help they still seem to delay doing other activities or for other reasons. Apart from that, the majority of employees are still unable to accept the changes that occur even though these changes are structural rules in the organization, there are still complaints that occur due to changes that are sometimes unexpected. This of course has an impact on performance effectiveness, and it is necessary to analyze the causes so that in the future OCB behavior can be improved in order to create employee performance effectiveness through the aspects studied in this research.

## 2. METHODS

The research method used in this research is a quantitative approach. Data processing in this research uses smart-PLS SEM (Partial Least Square-Structural Equation Modeling) software. SEM is a multivariate analysis technique that combines factor analysis and regression (correlation) analysis, with the aim of testing the relationship between variables in a model, both between indicators and their constructs or the relationship between constructs (Sari et al., 2023).

This research will build a conceptual and empirical model by analyzing and proving the influence of Transformational Leadership, Placement, Toxic Workplace Environment on Organizational Citizenship Behavior with Job Satisfaction as an Intervening Variable for Civil Servants in Lahat Regency. The sample used in this research was 150 Civil Servants in Lahat Regency. In this research, researchers used a conceptual framework model which in Figure 1.

Figure 1 explains the Model for Increasing OCB for Civil Servants in Lahat Regency through Transformational Leadership, Placement, and Toxic Workplace Environment with Job Satisfaction as an Intervening Variable (Deng and Guan, 2017; Yan and Xiao, 2016; Wang et al., 2020). Researchers hope that the conceptual framework prepared can provide an overview regarding the Model for Increasing OCB for Civil Servants in Lahat Regency.

## 3. RESULT AND DISCUSSION

### 3.1 Result

The results of the bootstrapping test through Structural Equation Modeling (SEM) analysis show that:

1. Testing Hypothesis 1: Transformational Leadership has a positive effect on increasing OCB for Civil Servants in Lahat Regency. From the calculations carried out, a path coefficient value of 0.5367 was obtained with a tstatistic value of 2.6577, this value is greater than ttable, which means that the first hypothesis is accepted. So it can be said that Transformational Leadership is able to be a driving factor for increasing the OCB of Civil Servants in Lahat Regency (Lin, et al, 2020; Kanthong, et al., 2020).
2. Testing Hypothesis 2: Placement has a positive effect on increasing OCB for Civil Servants in Lahat Regency. From the calculations carried out, a path coefficient value of 0.4764 was obtained with a tstatistic value of 3.1354, this value is greater than ttable, which means that the second hypothesis is accepted. So it can be said that placement can be a driving factor for increasing the OCB of Civil Servants in Lahat Regency.
3. Testing Hypothesis 3: Toxic Workplace Environment has a positive effect on increasing OCB for Civil Servants in Lahat Regency (Arifin and Puteri, 2019). From the calculations carried out, a path coefficient value of 0.4781 was obtained with a tstatistic value of 2.1145, this value is greater than ttable, which means that the first hypothesis is accepted. So it can be said that Toxic Workplace Environment can be a driving factor for increasing OCB of Civil Servants in Lahat Regency.
4. Testing Hypothesis 4: Job satisfaction mediates the effect of Transformational Leadership on OCB. Kayaalp et al., 2020; Marić, et al., 2019). The influence of Transformational Leadership on Increasing OCB of Civil Servants in Lahat Regency through job satisfaction as an intervening variable shows a tstatistic value of 3.3414 which is greater than ttable. This means that the fourth hypothesis is accepted. Transformational Leadership indirectly through job satisfaction as an intervening variable has a significant effect on increasing the OCB of Civil Servants in Lahat Regency, which means that Transformational Leadership mediated by job satisfaction can further increase the OCB of Civil Servants in Lahat Regency.

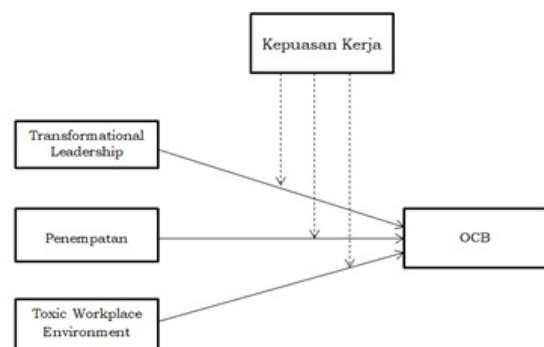


Figure 1. Conceptual Framework [22]-[24]

5. Testing Hypothesis 5: Job satisfaction mediates the effect of Placement on OCB (Teo et al. 2020; Hasanuddin, 2020). The influence of placement on increasing OCB of civil servants in Lahat Regency through job satisfaction as an intervening variable shows a t-statistic value of 4.1677 which is greater than t-table. This means that the fifth hypothesis is accepted. Indirect placement through job satisfaction as an intervening variable has a significant effect on increasing the OCB of Civil Servants in Lahat Regency, which means that placement mediated by job satisfaction can further increase the OCB of Civil Servants in Lahat Regency.
6. Testing Hypothesis 6: Job satisfaction mediates the effect of Toxic Workplace Environment on OCB. The influence of Toxic Workplace Environment on Increasing OCB of Civil Servants in Lahat Regency through job satisfaction as an intervening variable shows a t-statistic value of 5.5633 which is greater than t-table. This means that the sixth hypothesis is accepted. Toxic Workplace Environment indirectly through job satisfaction as an intervening variable has a significant effect on increasing OCB of Civil Servants in Lahat Regency, which means that Toxic Workplace Environment mediated by job satisfaction can further increase OCB of Civil Servants in Lahat Regency.

### 3.2 Discussion

There are four solutions to increasing employee OCB, namely creating an environment that supports constructive OCB, encouraging productive behavior in the workplace, providing appropriate rewards, integrating OCB into performance evaluations, and training on the use of OCB and educating on its benefits (Fu and Wu, 2008).

Leadership is closely related to an employee's performance. Leaders who can set a good example and model, employees will imitate all the actions taken by their leaders (Qomariah et al., 2023). The actions of good leaders will be imitated, and vice versa, the actions of bad leaders will be imitated. Therefore, so that employee performance is in accordance with company plans and targets, a leader must be able to set a good example (Lee et al., 2023). Research on leadership and performance was raised in a study with different objects and different results. Transformational leadership was first defined as a process in which "leaders and followers raise each other's morality and motivation to a higher level" (Burns, 1978, p. 20). The literature has demonstrated various positive outcomes of transformational leadership for employees, teams, and organizations, such as increased knowledge sharing (Fitrio et al., (2019).

The relationship that explains job satisfaction with organizational citizenship behavior (OCB) was expressed by Schermerhorn, Hunt, Orsborn and Uhl-Bien that, "Job satisfaction is also linked with organizational citizenship behavior (OCB). When people with higher daily job satisfaction show more positive after-work home effects. (John R. Schermerhorn, Jr, Hames G. Hunt, 2011). Job satisfaction is related to organizational citizenship behavior (OCB). When people with high job satisfaction show more positive work effects (Fan, 2016).

Job satisfaction refers to the desire or positive feelings that people have towards their work, the helpful and positive emotional feelings a person has after carrying out a task (Yaakobi and J. Weisberg, 2020). Lack of job satisfac-

tion causes low staff morale and has a negative impact on organizational productivity (Yaakobi and J. Weisberg, 2020). Job satisfaction is a multidimensional concept that includes an individual's abilities, attitudes, beliefs and value systems. In addition, they must have critical thinking and specific planning to achieve competence and job satisfaction, which is necessary to manage and control their satisfaction, and that results in pleasant feelings, positive attitudes, responsibility and accountability towards themselves and others (Majeed, 2017).

Previous research by Majeed et. al concluded that the transformational leadership style had a positive influence on OCB (Dewi and Lestariasih, 2021). Then research by Lestariasih et al shows that transformational leadership has a positive influence on OCB. Research by Rahmanto & Aprilia also states that the transformational leadership style partially or simultaneously has an effective and significant impact on OCB. Thamrin., et al (2023) in their research stated that the quality of work life has a significant effect on Organizational Citizenship Behavior (OCB) with job satisfaction as a mediator. Employees who are satisfied with what they have done supported by a good work environment will be able to create OCB, namely doing work outside their job description according to their job without having to be coerced or coerced. Pitaloka and Sofia et al. n.d). in their research concluded that the work environment is an antecedent of job satisfaction, so that job satisfaction has a significant effect on OCB. Job satisfaction encourages internal auditors to demonstrate OCB behavior in achieving organizational goals (Rijanti, 2019). The novelty in this research lies in the model used, where the researcher uses variables that have never been studied before, namely placement and Toxic Workplace Environment so that this research has new findings regarding the relationship between placement and Toxic Workplace Environment on increasing OCB.

### 4. CONCLUSION

Based on the analysis that has been carried out, the following conclusions are obtained: Transformational Leadership has a positive effect on increasing the OCB of Civil Servants in Lahat Regency. Placements have a positive effect on increasing the OCB of Civil Servants in Lahat Regency. Toxic Workplace Environment has a positive effect on increasing OCB for Civil Servants in Lahat Regency. Transformational Leadership has a positive effect on increasing OCB of Civil Servants in Lahat Regency through job satisfaction as an intervening variable. Placements have a positive effect on increasing the OCB of Civil Servants in Lahat Regency through job satisfaction as an intervening variable. Toxic Workplace Environment has a positive effect on increasing OCB for Civil Servants in Lahat Regency through job satisfaction as an intervening variable.

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