



The Effect of Servant Leadership and Organizational Commitment on Organizational Citizenship Behavior: Job Satisfaction as Mediating Variable

Wilia Roza¹, Robby Dharma², Bayu Pratama Azka^{3*}

Department of Management, Faculty of Economics, Universitas Putra Indonesia YPTK Padang, Indonesia

*bayupratamaazka@upiypk.ac.id

Abstract

The Effect of Servant Leadership and Organizational Commitment on Organizational Citizenship Behavior (OCB) with Job Satisfaction as an Intervening Variable at PT. Karya Semangat Mandiri Padang. This study aims to examine how much influence Servant Leadership and Organizational Commitment to Job Satisfaction and how much influence Servant Leadership, Organizational Commitment and Organizational Citizenship Behavior (OCB) on Job Satisfaction. Methods of data collection through surveys and distributing questionnaires, with a sample of 85 respondents obtained by the Slovin formula in the employee population of PT. Karya Semangat Mandiri Padang. The analysis method used is correlation analysis, multiple linear regression and path analysis using SPSS 16. The results obtained based on the T test (partial test) obtained Servant Leadership and Organizational Commitment partially have a significant effect on the Organizational Citizenship Behavior (OCB) of PT. Karya Semangat Mandiri. Based on the F test (Simultaneous), it was found that Servant Leadership and Organizational Commitment partially had a significant effect on job satisfaction of employees of PT. Karya Semangat Mandiri.

Keywords: Servant Leadership, Organizational Commitment, Organizational Citizenship Behavior, Job Satisfaction

1. Introduction

Every company has goals to be achieved efficiently and effectively. The achievement of these goals can be done because there are various resources used in carrying out company activities. The activities carried out by the company certainly require energy and thoughts from human resources. Human resources are one of the important factors in achieving company goals. Employees as resources in the company need to be managed properly. As an individual, employees have limitations, needs, desires, and feelings, so they require special attention and treatment from other company resources.

According to (Sutoyo, 2019) stated that Organizational Citizenship Behavior (OCB) is an extra role for organizational social behavior and voluntary behavior in the organization which includes the tendency of cooperative nature and employee sincerity towards the organization. With the Organizational Citizenship Behavior (OCB) it is hoped that employees in the organization can be more integrated with their work environment. (Pratama Sandara & Suwandana, 2017) argues that Servant Leadership can affect

productivity in real situations of an organization. Servant leadership-oriented, servant-based leadership.

Organizational commitment is the degree to which employees are able to recognize the organization and are bound to the goals of the organization. This is an important work attitude because people who are committed are expected to show a willingness to work harder to achieve organizational goals and have a greater desire to keep working in an organization (Wahyuni et al., 2020). Job satisfaction is a positive attitude of the workforce towards their work, which arises based on an assessment of the work situation, and this assessment can be carried out on one of the jobs as well as a sense of appreciation in achieving one of the important values in work (Tampubolon & Sagala, 2020).

The results of observations made by the author at PT Karya Semangat Mandiri Padang. It can be seen that the attitude of employees who lack a sense of mutual help between co-workers around the work environment, lack of a sense of helping with sincerity and employees are still late when they come to work or after hours of rest. In addition, employees are less able

to adjust to rules or co-workers, lack of tolerance given if they get problems or make mistakes at work and lack of interaction between fellow employees so that giving advice becomes difficult when finding problems related to their work. Employees lack a high commitment to the company, tend not to be interested in the performance that is programmed and employees are more concerned with personal interests than common interests. These behaviors are actions that are not effective and efficient at work. Data on employee attendance reports are in **Table A1** (available in appendix).

Based on **table. A1** employee attendance data of PT Karya Semangat Mandiri Padang obtained from the HRD section can be seen that there are still many employees who take actions against the rules such as being late for work. The rules that have been applied by the company are the hours to work at 08.15 and go home at 16.00. The number of employees who are late for work has increased and decreased every month.

From this data, the number of delays made by employees is still high and fluctuating. The number of employee delays made by employees of PT. Karya Semangat Mandiri Padang indicates that one of the dimensions of Organizational Citizenship Behavior (OCB) is still low, namely conscientiousness related to company rules and self-discipline. If employees who have an attitude of conscientiousness will work beyond the company's minimum standards, such as arriving early so they are ready to do a good job. This is the background for the author to research further about the influence of Servant Leadership and Organizational Commitment to Organizational Citizenship Behavior (OCB) with Job Satisfaction as an Intervening Variable at PT. Karya Semangat Mandiri Padang.

The hypotheses of this research as follows:

- H₁:** There is a positive and significant influence between Servant Leadership on Job Satisfaction.
- H₂:** There is a positive and significant influence between Organizational Commitment on Job Satisfaction.
- H₃:** There is a positive and significant influence between Servant Leadership on Organizational Citizenship Behavior.
- H₄:** There is a positive and significant influence between Organizational Commitment on Organizational Citizenship Behavior
- H₅:** There is a positive and significant influence between Job Satisfaction on Organizational Citizenship Behavior
- H₆:** Job Satisfaction mediates Servant Leadership and Organizational Citizenship Behavior.
- H₇:** Job Satisfaction mediates Organizational Commitment and Organizational Citizenship Behavior

2. Method

This research was conducted at PT. Karya Semangat Mandiri Padang Works. This type of research is descriptive research. Description Research tries to find out the description and condition of the respondents who are the samples in this study. This research is quantitative where the data generated is in the form of numbers. From the data that has been obtained, then an analysis is carried out using SPSS v.16.0. The aim of this research is to analyze the influence of Servant Leadership and Organizational Commitment on Organizational Citizenship Behavior (OCB) with Job Satisfaction as an Intervening Variable. Data collected by questionnaires as many as 85 respondents employees of PT. Padang's Independent Spirit Works.

3. Result and Discussion

The results of the questionnaire include Servant Leadership (X_1), Organizational Commitment (X_2), Job Satisfaction (Z) and Organizational Citizenship Behavior (OCB) (Y) contained in **Tables A2, A3, A4, A5** (available in appendix).

The results of descriptive analysis that provide an overview or describe the data in the variables seen from the average (mean), minimum, maximum and standard deviation values are in **Table 1** below:

Table 1. Descriptive Analysis Results

	N	Min	Max	Mean	Std. Deviation
OCB_Y	85	34.00	47.00	40.0471	3.02728
Serv_Lead_X1	85	33.00	50.00	40.4471	4.34113
Commit_X2	85	18.00	30.00	24.6471	2.95887
Satisfaction_Z	85	34.00	47.00	40.8941	3.13590
N	85				

Data processed by authors

Based on table 6 above, it can be seen that the variable Organizational Citizenship Behavior (OCB) has a minimum value of 34 and a maximum value of 47 with an average of 40.04 and a Std Deviation of 3.027. Variable Servant Leadership has a minimum value of 33 and a maximum value of 50 with an average value of 40.44 and Std. Deviation is 4.341. Organizational Commitment variable has a minimum value of 18 and a maximum value of 30 with an average value of 24.64 and Std. Deviation 2.95. The Job Satisfaction variable has a minimum value of 34 and a maximum value of 47 with an average value of 40.89 and Std. Deviation is 3.135.

The normality test method used to test the normality of the residuals is the Kolmogrov-Smirnov Test with a significance level of 5% or 0.05, then it is normally distributed, if the value is significant or Asymp. Sig. (2-tailed) is less than 0.05 then it is not normally distributed. Significant or Asymp. Sig. (2-tailed) is less than 0.05 then it is not normally distributed. The results of the normality test of the

residual data using the One Sample Kolmogorov-Smirnov Test using SPSS can be seen in the following table:

Table 2. Normality Test Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		85
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.07198475
Most Extreme Differences	Absolute	.092
	Positive	.092
	Negative	-.042
Test Statistic		.851
Asymp. Sig. (2-tailed)		.464

Data processed by authors

Based on table 2 above, it is known that the results of the Kolmogorov – Smirnov and Asymp test. Sing (2-tailed) is 0.464 > 0.05. This states that Ho is accepted or means that the data studied are normally distributed in the study.

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variables from the residuals or other observations. There are several ways of knowing the presence or absence of heteroscedasticity in the regression model. The results of the heteroscedasticity test are shown in **Figure 1** below:

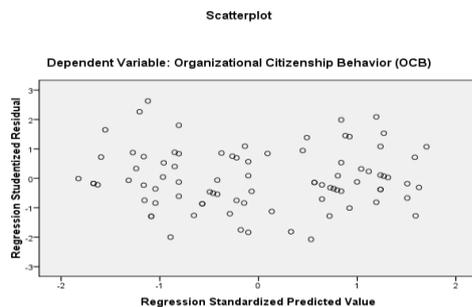


Figure 1. Heteroskedasticity Test Result

Based on the graph above, it can be seen that the points are spread randomly and do not form a certain clear pattern and are spread both above and below the number 0 on the Y axis, so it can be concluded that there is no heteroscedasticity problem in the regression model in this study.

Multicollinearity test aims to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables. To determine the presence of multicollinearity. Testing in the multicollinearity test by looking at the VIF (Variance Inflation Factor) through the SPSS program. The criteria used are if the tolerance value is > 0.1 or the VIF value is < 10 then there is no multicollinearity. The results of the multicollinearity test are in **table 3** below:

Table 3. Multicollinearity Test Result

No	Variables	Tolerance	VIF
1	OCB_Y	0.988	1.208
2	Serv_Lead_X1	0.972	1.029
3	Commit_X2	0.862	1.160
4	Satisfaction_Z	0.885	1.130

Data processed by authors

Based on table 4 above, it can be seen that the independent used in this research has a tolerance value > 0.1 and a VIF value < 10 so it can be concluded that the independent variables have been free from the problem of multicollinearity.

The result of multiple regression test result are presented in **table 4** and **table 5** below:

Table 4.
Multiple Regression Test Result of Servant Leadership and Organizational Commitment on Job Satisfaction

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.842	2.235		8.429	.000
	Serv_Lead_X1	.262	.071	.376	3.666	.000
	Commit_X2	.431	.105	.421	4.108	.000

a. Dependent Variable: Satisfaction_Z

Data processed by authors

Table 5.
Multiple Regression Test Result of Servant Leadership and Organizational Commitment on Job Satisfaction

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.316	2.923		4.898	.000
	Serv_Lead_X1	.175	.079	.251	2.209	.030
	Commit_X2	.328	.111	.321	2.949	.004
	Satisfaction_Z	.259	.111	.268	2.322	.023

a. Dependent Variable: OCB_Y

Data processed by authors

F test result are presented in **Table 6** below:

Table 6.
F-test Result

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	146.594	3	48.865	10.274	.000 ^b
	Residual	204.513	43	4.756		
	Total	351.106	46			

a. Dependent Variable: OCB_Y

b. Predictors: (Constant), Serv_Lead_X1, Commit_X2, Satisfaction_Z

Data processed by authors

Based on the table above, it can be seen that the prob value. < 0.05, so it can be concluded that the model proposed in this study has fulfill the Goodness of

Fit criteria. The coefficient determination test result is listed in table 8 below:

Table 7
Coefficient Determination Test Result

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 ^a	.561	.545	2.04311

a. Predictors: (Constant), Serv_Lead_X1, Commit_X2, Satisfaction_Z
 b. Dependent Variable: OCB_Y

Data processed by authors

Based on the table above, the R Square number is 0.561 or 56.1%, this shows that the percentage of the contribution of the independent variable Servant Leadership, Organizational Commitment and Job Satisfaction to the dependent variable Organizational Citizenship Behavior (OCB) is 56.1%. While the remaining 43.9% is influenced by other variables outside of this research.

Path analysis shows the magnitude of the total effect, direct effect and indirect effect. The results are shown in the following table:

Table 8.
Path Analysis Result

Path	Direct Effect	Indirect Effect	Total Effect	Sig.
X ₁ → Z	0.376	0.376 x 0.268 =	0.251 + 0.100 =	0,000
X ₁ → Y	0.251	0.100	0.351	0,030
X ₂ → Z	0.421	0.421 x 0.268 =	0,321 + 0.112 =	0,000
X ₂ → Y	0.321	0.112	0.433	0,004
Z → Y	0.268			0,023

Data processed by authors

Discussion

For testing hypothesis 1, namely the relationship between Servant Leadership and Job Satisfaction. Based on table 8, there is a positive and significant influence between Servant Leadership on Job Satisfaction. This can be seen from the prob value. 0.000 < 0.05. So that hypothesis 1 in this study is accepted. These results are in line with research conducted by Farrington & Lillah (2019); Akdol & Arikboga (2017).

For testing hypothesis 2, namely the relationship between Organizational Commitment and Job Satisfaction. Based on table 8, there is a positive and significant influence between Organizational Commitment on job satisfaction. This can be seen from the prob value. 0.000 < 0.05. So that hypothesis 2 in this study is accepted. These results are in line with research conducted by Lizote et al (2017); Fu & Deshpande (2014).

For testing hypothesis 3, namely the relationship between Servant Leadership and Organizational Citizenship Behavior. Based on table 4, there is a positive and significant influence between

Servant Leadership on Organizational Citizenship Behavior. This can be seen from the prob value. 0.030 < 0.05. So that hypothesis 3 in this study is accepted. These results are in line with research conducted by Newman et al (2017); Trong (2017)

For testing hypothesis 4, namely the relationship between Organizational Commitment and Organizational Citizenship Behavior. Based on table 4, there is a positive and significant influence between Organizational Commitment on Organizational Citizenship Behavior. This can be seen from the prob value. 0.030 < 0.05. So that hypothesis 4 in this study is accepted. These results are in line with research conducted by Devece et al (2016); Djaelani et al (2021)

For testing hypothesis 5, namely the relationship between Job Satisfaction and Organizational Citizenship Behavior. Based on table 4, there is a positive and significant influence between Job Satisfaction and Organizational Citizenship Behavior. This can be seen from the prob value. 0.023 < 0.05. So that hypothesis 5 in this study is accepted. These results are in line with research conducted by Dong & Phuong (2018); Barusman & Mihdar (2014).

For testing hypothesis 6, namely Job Satisfaction mediates Servant Leadership on Organizational Citizenship Behavior. Based on table 6, indirect effect < direct effect, so the hypothesis 6 in this study is rejected. This result is not in line with the research conducted by Khajepour et al (2016)

For testing hypothesis 7, namely Job Satisfaction mediates Organizational Commitment on Organizational Citizenship Behavior. Based on table 6, indirect effect < direct effect, so the hypothesis 7 in this study is rejected. This result is not in line with the research conducted by Khajepour et al (2016).

4. Conclusion

t-statistics for the variable Servant Leadership (X1) of 3.666 is greater than 1.989. By using a significant limit of 0.05, the significance value of Servant Leadership (X1) is 0.000, then HO is rejected and H1 is accepted thus, the first hypothesis is accepted. While the t-count for the variable Organizational Commitment (X2) 4.108 is greater than 1.989. By using a significant limit of 0.05, the significance value of Organizational Commitment (X2) is 0.000, then Ho is rejected and H2 is accepted. Thus, the second hypothesis is accepted.

The effect of the independent variables together on the dependent variable is carried out using the F test. The results of statistical calculations show the value of Fcount = 46.522 is greater than Ftable = 1.989 with a significance of 0.000 < 0.05, then Ho is rejected and H3 is accepted.

The coefficient of determination is 0.593 or 59.3%, it shows that the percentage contribution of the independent variable Servant Leadership and Organizational Commitment to the dependent variable

Job Satisfaction. While the remaining 40.7% is influenced by other variables outside the study.

The coefficient of determination is 0.561 or 56.1%, this shows that the percentage of the contribution of the independent variables of Servant Leadership, Organizational Commitment and Job Satisfaction to the dependent variable of Organizational Citizenship Behavior (OCB) is 56.1%. While the remaining 43.9% is influenced by other variables outside of this study.

References

- Adhan, M., Jufrizen, J., Prayogi, M. A., & Siswadi, Y. (2019). Peran Mediasi Komitmen Organisasi pada Pengaruh Kepuasan Kerja terhadap Kinerja Dosen Tetap Universitas Swasta di Kota Medan. *Jurnal Samudra Ekonomi Dan Bisnis*, 11(1), 1–15.
- Akdol, B., & Arikboga, F. S. (2017). Leader member exchange as a mediator of the relationship between servant leadership and job satisfaction: A research on Turkish ICT companies. *International Journal of Organizational Commitment*, 6, 525-535.
- Amin, A. R., Suarni, W., Pambudhi, Y. A., Psikologi, P. S., & Oleo, U. H. (2020). Peran Komitmen Organisasi terhadap Organizational Citizenship Behavior (OCB). 1(1).
- Badiroh, U., & Azizah, S. N. (2020). Pengaruh Komitmen Afektif, Kepuasan Kerja, dan Persepsi Kepemimpinan terhadap Organizational Citizenship Behaviour. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi (JIMMBA)*, 2(1), 111–120.
- Barusman, A. R. P., & Mihdar, F. (2014). The effect of job satisfaction and organizational justice on organizational citizenship behavior with organization commitment as the moderator. *International Journal of Humanities and Social Science*, 4(9), 118-126.
- Basalamah, W. & C. (2017). Pengaruh Transfer Of Training, Motivasi Kerja, Servant Leadership terhadap Kinerja Karyawan (Studi Kasus Pada Kopistudio24 Sigura - gura Malang). *Riset Manajemen Prodi Manajemen*.
- Devece, C., Palacios-Marqués, D., & Alguacil, M. P. (2016). Organizational commitment and its effects on organizational citizenship behavior in a high-unemployment environment. *Journal of Business Research*, 69(5), 1857-1861.
- Devira, A. &. (2020). Pengaruh Motivasi Dan Komitmen Organisasi Terhadap Kinerja Karyawan Pada PT. Perkebunan Nusantara X Surabaya. *Bisnis Indonesia*, 1, 102–119.
- Djaelani, A. K., Sanusi, A., & Triatmanto, B. (2021). Spiritual leadership, job Satisfaction, and its effect on organizational commitment and organizational citizenship behavior. *Management Science Letters*, 11(3), 3907-3914.
- Dong, L. N. T., & Phuong, N. N. D. (2018). Organizational justice, job satisfaction and organizational citizenship behavior in higher education institutions: A research proposition in Vietnam. *The Journal of Asian Finance, Economics, and Business*, 5(3), 113-119.
- Erni, F. &. (2018). *Kepemimpinan & Prilaku Organisasi (Membangun Organisasi Unggul di Era Perubahan)*.
- Farrington, S. M., & Lillah, R. (2019). Servant leadership and job satisfaction within private healthcare practices. *Leadership in Health Services*.
- Fu, W., & Deshpande, S. P. (2014). The impact of caring climate, job satisfaction, and organizational commitment on job performance of employees in a China's insurance company. *Journal of business ethics*, 124(2), 339-349.
- Harahap, D. S., & Khair, H. (2019). Pengaruh Kepemimpinan Dan Kompensasi Terhadap Kepuasan Kerja Melalui Motivasi Kerja. 2(1), 69–88.
- Indrasari, Methiana. (2017). *Kepuasan Kerja dan Kinerja Karyawan (Tinjau dari Dimensi Iklim Organisasi, Kreativitas Individu, dan Karakteristik Pekerjaan)*.
- Khajepour, N., Baharlou, M., Montakhab Yeganeh, M., & Hashemi, S. E. (2016). The mediating role of psychological empowerment and organizational justice in the relationship of servant leadership with job satisfaction, organizational citizenship behavior and organizational commitment. *International Journal of Behavioral Sciences*, 10(2), 50-56.
- Letnan, Z. &. (2020). Pengaruh Self - Efficacy, Perceived Organizational Support dan Employee Engagement Terhadap Organizational Citizenship Behavior Pada Perusahaan Daerah Air Minum Kota Padang. *Jurnal Manajemen Pendidikan Dan Ilmu Sosial (JMPIS)*, 1(1), 114–117.
- Lizote, S. A., Verdinelli, M. A., & Nascimento, S. D. (2017). Organizational commitment and job satisfaction: a study with municipal civil servants. *Revista de Administração Pública*, 51, 947-967.
- Newman, A., Schwarz, G., Cooper, B., & Sendjaya, S. (2017). How servant leadership influences organizational citizenship behavior: The roles of LMX, empowerment, and proactive personality. *Journal of Business Ethics*, 145(1), 49-62.
- Made, S. & I. (2020). Pengaruh Iklim Organisasi, Motivasi Kerja dan Keadilan Organisasi Terhadap Organizational Citizenship Behavior (OCB). *E-Jurnal Manajemen Unud*, 6(4569–4688).
- Pambudhi, S. & A. (2020). Peran Komitmen Organisasi Terhadap Organizational Citizenship

- Behavior (OCB) Pada Perawat RSUD Kota Kendiri. *SUBLIMAPSI*, 1(1), 10–18.
- Pratama Sandara, P. A., & Suwandana, I. G. M. (2017). Servant Leadership Dan Empowerment Terhadap Organizational Citizenship Behaviour Pada Karyawan Asa Villa Seminyak. *E-Jurnal Manajemen Universitas Udayana*, 7(1), 29.
- Tampubolon, V. S., & Sagala, E. J. (2020). Pengaruh kepuasan kerja dan komitmen organisasi terhadap turnover intention pada karyawan PT. Bum divisi pmks.
- Trong Tuan, L. (2017). Knowledge sharing in public organizations: The roles of servant leadership and organizational citizenship behavior. *International Journal of Public Administration*, 40(4), 361-373.
- Setyawati, P. & Dewi. (2020). Pengaruh Motivasi Kerja Dan Komitmen Organisasi Pada Kinerja Karyawan PT. X. *Riset Manajemen Sains Indonesia (JRMSI)*, 11(1), 185–200.
- Sutoyo, A. M. (2019). Pengaruh Kepimimpinan Pelayan (Servant Leadership) terhadap Organizational Citizenship Behavior (OCB) Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi pada Karyawan PT. Astra Internasional Tbk-TSO). 72(1).
- Wahyuni, R., Irfani, H., & Mariana, R. (2020). Kinerja Pegawai Ditinjau Dari Perilaku Cyberloafing dan Komitmen Organisasi. 13(02), 240–245.
- Yosua, A. &. (2020). Pengaruh Servant Leadership Terhadap Kinerja Karyawan Melalui Motivasi Kerja di UD. Anugrah Mulya Rejeki. *AGORA*, 8(2).

Appendix

Table A1.
Employee Attendance Report

No	Bulan	Total Employee	Present	Not Present	Late	Home Early	number of days Late and Home Early
1	January	108	96	12	10	0	10
2	Febuary	108	102	6	20	1	21
3	March	108	95	13	13	2	15
4	April	108	90	18	19	0	19
5	May	108	94	14	16	1	17
6	June	108	87	21	8	0	8
7	July	108	89	19	15	3	18
8	August	108	96	12	7	0	7
9	September	108	103	5	17	2	19
10	October	108	88	20	6	0	6
11	November	108	101	7	13	0	13
12	December	108	91	17	11	0	11

Source : PT. Karya Semangat Mandiri Padang

Table A2.
Analysis Descriptive of Variable Servant Leadership (X₁)

Question	Score										Total
	SA (1)		A (2)		N (3)		D (4)		SD (5)		
	F	%	F	%	F	%	F	%	F	%	
1	0	0	0	0	27	27,0	37	37,0	21	21,0	85
2	0	0	0	0	19	19,0	45	45,0	21	21,0	85
3	0	0	0	0	10	10,0	58	58,0	17	17,0	85
4	0	0	0	0	24	24,0	31	31,0	20	20,0	85
5	0	0	0	0	28	28,0	42	42,0	15	15,0	85
6	0	0	0	0	12	12,0	39	39,0	24	24,0	85
7	0	0	0	0	2	2,0	59	59,0	24	24,0	85
8	0	0	0	0	27	27,0	26	26,0	32	32,0	85
9	0	0	0	0	9	9,0	57	57,0	19	19,0	85
10	0	0	0	0	33	33,0	34	34,0	17	17,0	85
Total	0	0	0	0	191		428		210		

Data Processed by authors

Table A3.
Analysis Descriptive of Variable Organizational Commitment (X₂)

Question	Score										Total
	SA (1)		A (2)		N (3)		SA (1)		A (2)		
	F	%	F	%	F	%	F	%	F	%	
1	0	0	0	0	40	40%	37	37%	8	8%	85
2	0	0	0	0	16	16%	42	42%	26	26%	85
3	0	0	0	0	9	9%	55	55%	21	21%	85
4	0	0	0	0	23	23%	33	33%	29	29%	85
5	0	0	0	0	9	9%	59	59%	17	17%	85
6	0	0	0	0	26	26%	25	25%	34	34%	85
Total	0	0	0	0	123		251		135		

Data Processed by authors

Table A4.
Analysis Descriptive of Variable Job Satisfaction (X₃)

Question	Score										Total
	SA (1)		A (2)		SA (1)		A (2)				
	F	%	F	%	F	%	F	%	F	%	
1	0	0	0	0	12	12%	39	39%	34	34%	85
2	0	0	0	0	2	2%	59	59%	24	24%	85
3	0	0	0	0	0	0	27	27%	31	31%	85
4	0	0	0	0	9	9%	56	56%	20	20%	85
5	0	0	0	0	26	26%	25	25%	34	34%	85
6	0	0	0	0	12	12%	50	50%	23	23%	85
7	0	0	0	0	18	18%	46	46%	26	26%	85
8	0	0	0	0	19	19%	50	50%	16	16%	85
9	0	0	0	0	17	17%	48	48%	19	19%	85
10	0	0	0	0	20	20%	42	42%	36	30%	85
Total	0	0	0	0	135		442		337		

Data Processed by authors

Table A5.
Analysis Descriptive of Variable Organizational Citizenship Behavior (Y)

Question	Score										Total
	SA (1)		A (2)		SA (1)		A (2)				
	F	%	F	%	F	%	F	%	F	%	
1	0	0	0	0	9	9,0	56	56,0	20	20,0	85
2	0	0	0	0	26	26,0	25	25,0	34	34,0	85
3	0	0	0	0	12	12,0	52	52,0	21	21,0	85
4	0	0	0	0	27	27,0	22	22,0	36	36,0	85
5	0	0	0	0	11	11,0	51	51,0	23	23,0	85
6	0	0	0	0	17	17,0	32	32,0	26	26,0	85
7	0	0	3	3,0	27	27,0	44	44,0	11	11,0	85
8	0	0	1	1,0	28	28,0	39	39,0	17	17,0	85
9	0	0	0	0	18	18,0	48	48,0	18	18,0	85
10	0	0	0	0	33	33,0	34	34,0	17	17,0	85
Total	0	0	4	4,0	208		403		223		

Data Processed by authors