The Influence of Leadership Style and Organizational Culture on Organizational Citizenship Behavior with Organizational Commitment as an Intervening Variable

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Abstract. This study aims to determine the influence of leadership style and also organizational culture on organizational citizenship behavior with an organizational commitment that becomes the intervening variable in employees of PT PLN ULP in Balong. This research used a quantitative research method and applied primary data by giving a set of questionnaires. The number of samples used was 52 respondents who were all employees of PT PLN ULP Balong. Hypothesis testing was done by applying the smart PLS tools of software analysis. The techniques used are the outer model and the inner model. The results indicated that leadership style gives no influence toward organizational commitment, leadership style gives such a positive and also significant influence toward organizational citizenship behavior, organizational culture gives such a positive and also significant influence toward organizational commitment, organizational culture gives such a positive and also significant influence toward organizational citizenship behavior, organizational commitment gives such a positive and also significant influence toward organizational citizenship behavior, organizational commitment can't help mediate positively and also significantly of the leadership style and organizational citizenship behavior, organizational commitment can help to become the mediator in positively and significantly of the organizational culture and organizational citizenship behavior. This paper provides useful insights into a factor that can influence employee behavior and employee attachment to the company. Suggestions for subsequent researchers should develop or add existing variables that are still related to this study and are expected to use different analytical tools so that they can describe results that are closer to the actual state.

Keywords: Leadership Style · Organizational Culture · Organizational Citizenship Behavior · Organizational Commitment

1   Introduction

In every company, the existence of Human Resources (HR) can be claimed as an important component that helps the company to stay maintained and running. HR itself is known as one of the elements that cannot get separated from organizations, institutions, and companies. Resources owned for example the methods, the capital, and also machines are not able to give maximum results but are only also supported by human resources to show many optimal performances. Optimal human resources are the key that a company must have. These human resources are employees who are competent in carrying out the duties given by them.

Definition of employee performance or performance that becomes a result of performance that can be reached individually or in a group the company usually in qualitative and also quantitatively, regarding the work and authorities, duties, and also responsibilities had to reach the goals of the company legally, not tending to violate the law and in relating to the morals or also ethics (Moeheriono in Rosyida, 2010: 11).

The findings of the results from this research on employee performance are determined by job satisfaction (R Risambessy, 2012). Another study concluded that employee performance can be affected by organizational/company culture (TB Santoso and TB Soehari, 2020). Employee performance is influenced by leadership style (M Rizky et al., 2019).

Discussing leadership (on march, Republika.com, 2014) Joseph S Nye Jr, in his book The Powers to Lead published in 2008, noted, leadership was born in many ways. And he didn't discuss much the technicalities and details like vision and managerial, as well as appearance. Based on his research, from the 1920s to the 1990s, there were 221 definitions of leadership. And the most up-to-date understanding of leadership is the context of the correlation between the leader and his followers. For Nye, leadership is a matter of social relationships with three key components: the leader, the follower, and the context of the interaction between the two (Kartini and Rustanto, 2018).

Apart from leadership, a determining factor for company effectiveness is organizational culture. Organizational culture (corporate culture) is known also as values, symbols adhered to together, that every company had and it makes the members can feel any condition that becomes different from other companies. A strong culture becomes a useful tool for any directing and leading behavior, due to the reason that it makes employees do their best to making a better job, employee needs to know and also understand the culture and the way it is getting implemented (Nurjanah, 2008). Organizational culture is stated to be one of the variables that have a relationship with leadership with its influence on organizational commitment in a positive way.

Organizational commitment is known as a state of an employee who takes the side of a certain organization and the goals to keep the company running. Robbins and Judge (2007) defined it as high job-getting, which states having sides in a certain work person. High organizational commitment means taking the side of the organization which tries to recruit the individual. In the organization of the school, the teacher presents a professional who is in direct contact with the students, so the teacher da- lam carries out his duties as an educator can maintain many various policies with the purposes, and has a strong commitment to the place where he works.

The human resources quality also can be known not only from how much the members can contribute and can do all the tasks given so well but it can be seen how much the members have their initiative in completing other work outside of the job description. According to Stephen Robins (in Anna Suzana, 2017: 43), good components should be mattered in the company is behavior outside the formal rules of the organization (extra-role). One of the extra role behaviors is commonly called Organizational Citizenship Behaviour (OCB). OCB itself is a personal contribution that tends to exceed the role in the job to do In other words, OCB is an action or contribution from an employee that exceeds the request from the company. OCB's behavior will have a positive influence in building the creation of the goals (Titisari, 2014: 5).

According to Wirawan (2013), OCB arises because several factors help influence it. Among them are organizational culture, organizational commitment, and transformational leadership. Khan and Rashid (2012) state that organizational culture, leadership style, organizational fairness, and also organizational commitment, are related to OCB. Organizational commitment has the strongest influence on organizational citizenship behavior. The research of Waspodo, Ristiani, and Handaru (2014) also concluded that leadership style affects OCB, organizational commitment is revealed empirically to give such a significant effect on organizational citizenship behavior, leadership style, and organizational commitment are shown to simultaneously give such a significant effect toward OCB.

Leadership style becomes a role model for members of the organization and kept by a good organizational culture can bring out a sense of comfort in doing work and a sense of belonging to the company. Furthermore, this sense of comfort and loyalty will form a commitment from employees to the organization before giving rise to OCB behavior. Members of the organization that tend to have such a high commitment to the organization are likely to strive to perform beyond what is expected.

From a scholarly perspective, some of these unexplored variables seem significant and worth investigating. The investigation of this issue is important because previous studies have obtained different results. In addition, the main subject of previous empirical research was employee performance. On OCB, very little research has been done.

From the description above, this study intends to find out whether organizational commitment can mediate leadership style and organizational culture which then gives rise to extra behavior of role or organizational citizenship behavior in employees of PT PLN ULP in Balong.

2 Literature Review

2.1 Leadership Style

Siagian in Nurjanah 2008 is the individual capability to help influence other people or in this concept his followers to have willing to what he said although it can make him unlike (Nurjanah, 2008).

Based on Gibson, leadership can be known as an effort to apply a style to influence and force people to help achieve goals. Meanwhile, according to Winardi, leadership is known as a relationship in that one person, called the leader, tends to influence other

people in working together voluntarily and make them do all the tasks in reaching the desired thing.

See from the explanation of the meaning of leadership above It can be stated that leadership theory is the basic technique and ability of a leader in influencing and controlling subordinates, to be willing to carry out all types of assigned work effectively and efficiently. Then the leader must be able to divide the duties fairly among each of his subordinates so that his subordinates feel less heavy on the duties and responsibilities imposed on him (Kepemimpinan and Kepemimpinan, 2001).

Setiawan and Muhith (2013) several factors have a relevant or positive influence on the leadership process in the organization, namely: (1) Personality, (2) Expectations and also behavior of superiors, (3) expectations, Characteristics, and also behavior shown of subordinates, (4) Task needs, (5) Organizational climate and policies. Siagian (2012), the following leadership indicators: (a) Climate of mutual trust, (b) Respect for the ideas of subordinates, (c) Taking into account the feelings of subordinates, (d) Attention to work comfort, (e) Attention to the welfare (f) Recognition of the status, (g) Take into account the factors of job satisfaction to solve the tasks (Tirtayasa, 2019).

2.2 Organizational Culture

Based on Schein Organizational culture can be claimed as basic consideration revealed, made, or developed by any group, to make sure that the company can solve any problems from having such an external adaptation and internal integration, so it should be taught to new followers, think and also feel concerning the problems. (Pt et al. 2014).

Organizational culture takes broader and deeper aspects and is precisely the basis to help make such an ideal climate of work for the company. Luthans (2011) agrees that: "Organizational culture can be claimed as the basic way of thinking given to a new member to make them can feel, think and also act correctly every day of working". Wibowo (2011) factors that affect organizational culture as follows: (1) External Factors, everything that is outside the organization, but has a great effect on the organization and its culture, (2) Internal factors, the company besides being supported by the resources that are treated, the very large role is the organizational culture adopted by all human resources in the company. Indicators of organizational culture according to Robbins & Coulter (2012) consist of: (a) Innovation, (b) Orientation to results, (c) Paying attention to detail, (d) Orientation of personnel, (e) team orientation, (f) Aggressiveness, (g) Stability (Tirtayasa, 2019).

2.3 Organizational Citizenship Behavior

Johns in Budiardjo (2014) stated that OCB shows characteristics of behaviors of voluntary (extra-role behaviors) which are not considered in office matters, spontaneous behavior/without a person's goals or orders, helpful behaviors, and also behaviors that are visible and seen from any evaluation of performance (Jaya 2018). The behavior that can be measured based on the OCB dimension based on the Organ cited in Titisari (2014) can be known by looking at behavior based on the OCB dimension, namely: (1) Altruism, the behavior of Employee to help their co-workers who are having difficulties in the condition at hand both relating to the tasks given and individual problem or issues.

(2) Conscientiousness, Behavior is known as trying to do beyond the expectation of the company. Voluntary behavior is not an obligation. This dimension spans far from the call of work. (3) Sportsmanship, can help tolerate less-than-ideal circumstances but still not have high objections. A person with a high level of sportsmanship is going to improve the positive climate of work, they will become polite and cooperate well in a pleasant environment of work. (4) Courtessy, Maintains good relations with his work to minimize personal issues or problems. A person who has this dimension is a person who values and pays attention to others. (5) Civic Virtue, shows many responsibilities to the life of the company (following changes happened, taking the initiative for the company to be improved, and protecting the resources).

2.4   Organizational Commitment

The good of managing the company is affected by the success to manage the human resources. The high and low commitment for the company greatly helps determine the performance to be reached by the company.

Robbins & Judge in Waspodo (2012) define OCB as a preferred behavior that is not becoming part of an obligation of the employee but helps make effective functioning. Mathis and also Jackson in Sopiah (2008) stated that organizational commitment becomes the degree when the employees are convinced and also have the willingness to accept the company's goals and they decide whether to stay or leave the company (Kurniawan, 2013).

Mowday in Sabrina (2011) stated that organizational commitment is built at the time a person tends to develop three interconnected kinds of attitudes to the company, namely: (a) Identification, which is an understanding or passion for the goals of the organization. (b) Involvement, which becomes the feeling of participating in their job or the feeling that the work is fun. (c) Loyalty (loyalty), that is, the feeling of the company is where it works and lives.

Porter et al. (in Amin, Yusnita, Ibrahim, & Muda, 2013) put forward indicators of organizational commitment. There are three there are (a) A strong belief in and also acceptance of the purposes and values of the company (Acceptance). It can be meant that there is a congruence between the values owned by the employees and the company. If employees consider that the goals can fulfill what they wish, the employees tend to make commit to the company. (b) A willingness to have such a more considerable effort toward the work of the company (Willingness). Employees can have to feel responsible for making the company feel good of the company. (c) A strong desire in maintaining and becoming members of the company (Maintain). The desire now becomes part of the company. Employees who are directly in the position feel that they are needed and valued. This is going to have a high work commitment in employees.

3 Hypothesis

3.1 Leadership Style With Organizational Commitment.

According to Kim and Maubourgne in Randeree (2012), Leadership style is the capability in inspiring trust and support among the (2012) Leadership style is an integrated attitude and behaviors, that brings a kind of regularity and predictability to deal with group members (Kartini and Rustanto, 2018).

Research conducted by Santoso (2014), Frans & Sudirjo (2015), and Izza Ashsifa (2020) show that leadership style positively influences organizational commitment. This is in line with Brown (2003, in Suhana 2007) testing the influence of correlation and task-oriented leadership finding suggest behavior toward organizational commitment. These kinds of relationship-oriented bring to the events including building trust, giving much inspiration, and vision, gaining creativity, and emphasizing development have a positive influence on employee affective commitment. Meanwhile, task-oriented leadership behavior also influences the affective commitment of the employees, although the level of influence is lower.

H1: Leadership style has a significant positive effect on organizational commitment

3.2 Organizational Culture with Organizational Commitment

Organizational commitment can be known as an attitude of acceptance and also good belief in the values and purposes of the company to help maintain membership and also reach the company's goals (Suwardi & Joko, 2011; Ratna Dewi and Ketut Surya, 2017). Relating organizational culture that is going to indicate how the willingness of an employee in continuing his work, be loyal to the company, and identify employees in fulfilling organizational goals (Haq et al., 2014).

Research conducted by Putri Pratiwi (2012), IA Mahayasa et al. (2018), and Chaterina et al. (2012) show that organizational culture gives such a positive influence on organizational commitment. This result is supported by the research from Sedarmayanti (2009) Culture is a belief, attitude, and value that is generally possessed arises in organizations. In simpler terms culture becomes the way we in doing everything. These patterns of norms, values, beliefs, attitudes, and also assumptions are not revealed, but make people behave.

H2: Organizational culture has a significant positive effect on organizational commitment

3.3 Leadership Style with Organizational Citizenship Behavior (OCB)

Syahril and Widyarini (2007) said that positive leadership behavior will encourage employees to do work beyond their formal duties and will always support organizational goals with all the abilities they have, as well as a form of "repayment" and commitment to their organization that has provided comfort and justice in doing the work (Waspodo, Ristiani, and Handaru, 2014).

Research done by Angelina & Made Subudi (2014) and Eddy et al. (2018) indicates that leadership style gives a positive influence on OCB. The research is supported by

Organ theory; Podsakoff; and Mackenzie (2006) that leadership styles have the potential to give rise to OCB by changing the employee's task structure, the stressful conditions for doing work, and or subordinates can develop their abilities.

When the leadership style displayed by the leader is perceived as good or positive this can improve the trust and respect of his followers towards his superiors so that they become passionate about doing more than expected by his superiors.

H3: Leadership style has a significant positive effect on organizational citizenship behavior (OCB)

3.4   Organizational Culture with Organizational Citizenship Behavior (OCB)

Based on Sangmook (2006) the increase in OCB behavior is determined by two main factors, which are internal factors for example morals, positive attitudes, satisfaction, and others, and the external factors outside employees, for example, the management of systems, the system of leadership, corporate culture. So, it is shown that the culture of the company affects OCB (Nadeak, 2016).

Research conducted by DRPP Suparjo (2017), Putra, Dea Satya (2018), and Endang Haryati et al. (2014) indicates that organizational culture reveals a significant positive influence on organizational citizenship behavior. This is in line with Cartwright's theory explaining that culture also has the power to determine an individual's leadership style, shaping OCB's personality, behavior, and attitudes. Organizational culture can be known as a system of beliefs and orders to help develop the company and affect the behavior of the members.

H4: Organizational culture has a significant positive effect on Organizational Citizenship Behavior (OCB)

3.5   Organizational Commitment with Organizational Citizenship Behavior

Luthans in Sutrisno (2013) states that organizational commitment is shown in three ways, called a person's strong desire in remaining a member of the company; the willingness to direct the efforts done; and strong belief and acceptance of the company goals and values. Organizational commitment makes the employees do their best efforts. Employees with such a high commitment are going to be more work-oriented, help and be and easily work together, it becomes part of OCB's attitude (Jaya, 2018).

Research done by Albert Kurniawan (2015), and Amelinda Felicia (2017) shows that organizational commitment gives such a positive influence on OCB. The research is supported by Luthans' theory that at the time employees feel satisfied with their work they are going to optimally work, and do similar things besides their work and duties. Likewise, when a person has a high commitment, so they will do and give their best efforts for the company.

H5: Organizational commitment has a significant positive effect on Organizational Citizenship Behavior (OCB)

3.6 Organizational Commitment as Mediation

Steers (Yuwalliatin, 2006) stated that organizational commitment is the identification of senses, involvement, and also loyalty to the company. Steers said that organizational commitment can be known as a condition that makes the employees interested in the goals, values, and purposes of the company. Commitment matters more than just having a formal kind of membership, it takes an attitude of liking and has willing to strive for a high level for the company and its goals (Supriyadi, 2019).

Previous research has found that there are several kinds of factors that affected the OCB (Arumi and Aldrin, 2018; Masood et al., 2020; Ullah et al., 2021; Margahana et al., 2018), similarly, organizational commitment can be one of the factors which can give influence OCB (Paul et al., 2016; Purwanto et al., 2021). Nevertheless, several studies related to OCB place organizational commitment as a variable that mediates the influence of several factors on OCB. It is also explained by Ghosh, Reio & Haynes (2012) that organizational commitment is a mediator variable in the OCB study. Similarly, Batool's study (2013) placed organizational commitment as an intervening variable in the OCB study.

H6: Leadership style has a significant positive effect on OCB through organizational commitment.
H7: Organizational culture has a significant positive effect on OCB through organizational commitment.

4 Method

According to Rusiadi (2013:35), the population can be known as the generalized area from the objects or subjects to have particular kinds of types and qualities determined for the research, and conclusion. Based on Arikunto (2012:104) if the entire population is less than 100, then the samples are the whole, but when it is known higher than 100, then it is enough to take about 10–15% or 20–25% of it.(SM, Lubis, and Sabrina 2020) The technique of sampling used is random sampling. The samples used were the entire employees of PT PLN ULP which amounted to 52 respondents. This research uses a quantitative research approach with data sources, namely primary data obtained directly through the dissemination of questionnaires. Measurement of variables using the Likert scale provided that (1) strongly disagree (2) disagree (3) neutral (4) agree (5) strongly agree. Hypothesis testing in this study used the Smart Pls software analysis tool using techniques, called the outer model and also the inner model (Fig. 1).
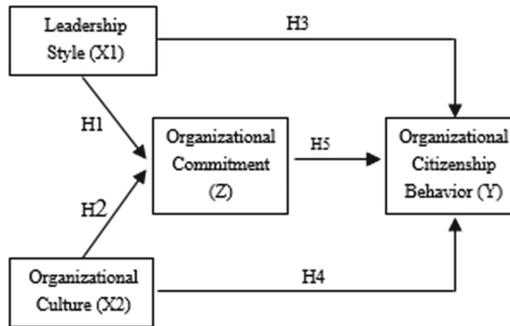
Figure 1 Roadmap

Fig. 1. Roadmap

5   Analysis

5.1   Outer Model

This model defines the correlation between a latent variable toward the manifest variable (indicator). The indicators of every variable getting tested with the validity of discriminant, the validity of convergent, AVE, and also composite reliability.

Validity Test. The test can be shown the result by looking at the discriminant validity and validity of the convergent indicators.

Discriminant Validity. Discriminant validity is shown by making compare the value of the average variance extracted (AVE) value of every kind of construct toward the effect of the construct and also other constructs inside the use of the model. If the AVE root is known greater than the correlation value of the construct and the other constructs, it is stated that it has a good value of discriminant validity. The following are the values of AVE shown in the research (Table 1).

The indicator is said to be valid if it has an AVE value of more than 0.5. From the data above, it is known that every variable shows an AVE value greater than 0.5. Therefore, they all have a good value of discriminant validity. Here are the values of cross loading of every indicator (Table 2).

Discriminant validity is performed by making a comparison of the AVE value of every construct with the influence of the construct and other constructs inside the model

Table 1. Average Variance Extracted (AVE)

Variable	AVE	Description
Leadership Style	0.635	Valid
Organizational Culture	0.620	Valid
Organizational Commitment	0.740	Valid
OCB	0.624	Valid

Table 2. Cross Loading

Variable	OCu	LS	OCo	OCB
OCu1	0.860	0.446	0.440	0.559
OCu3	0.746	0.567	0.343	0.563
OCu4	0.798	0.495	0.363	0.614
OCu5	0.808	0.425	0.541	0.646
OCu6	0.716	0.514	0.402	0.477
LS2	0.526	0.778	0.103	0.549
LS3	0.517	0.809	0.055	0.486
LS4	0.491	0.848	0.138	0.496
LS5	0.415	0.748	0.161	0.411
OCo1	0.408	0.106	0.871	0.516
OCo3	0.613	0.263	0.862	0.491
OCo4	0.484	0.208	0.904	0.454
OCo6	0.262	-0.029	0.730	0.310
OCo7	0.474	0.005	0.920	0.445
OCB2	0.641	0.531	0.344	0.764
OCB3	0.413	0.487	0.303	0.751
OCB4	0.453	0.355	0.511	0.784
OCB5	0.480	0.428	0.415	0.786
OCB7	0.743	0.595	0.478	0.861

used. If the value of AVE is known greater than the value of the correlation shown inside the model, then it can be known that it shows a good value of discriminant validity. The following are the values of AVE on every variable used (Josephine et al., 2017).

Convergent Validity. Convergent validity in PLS with reflective indicators is seen according to the loading factor value i.e. correlation of the score of every item/component score and the score of the construct (Jogiyanto and Willy, 2009). The loading factor value criterion is said to be valid if each indicator is greater than 0.70. The results of convergent validity processing are displayed in Table 3.

Reliability Test. Reliability tests in PLS can be used by seeing the composite reliability and Cronbach's alpha methods (Hartono and Abdillah, 2014: 62; Sudiarianti, Ulupui, and Budiasih, 2015).

Cronbach Alpha. The research variable is known to have a high-reliability value if it shows a value of Cronbach's alpha higher than 0.7 (Oda et al., 2014). These are the Cronbach alpha's values of every variable used:

From the data in Table 4, the Cronbach Alpha value of the leadership style variable > 0.7 or 0.808, organizational culture > 0.7 or 0.846, organizational commitment > 0.7

Table 3. Outer Loading

Variable	Indikator	Outer Loading	Description
Leadership Style	LS 2	0.778	*Valid*
(X1)	LS 3	0.809	*Valid*
	LS 4	0.848	*Valid*
	LS 5	0.748	*Valid*
Organizational Culture	OCu 1	0.860	*Valid*
(X2)	OCu 3	0.746	*Valid*
	OCu 4	0.798	*Valid*
	OCu 5	0.808	*Valid*
	OCu 6	0.716	*Valid*
Organizational Commitment (Z)	OCo 1	0.871	*Valid*
	OCo 3	0.862	*Valid*
	OCo 4	0.904	*Valid*
	OCo 6	0.730	*Valid*
	OCo 7	0.920	*Valid*
Organizational Citizenship Behavior (Y)	OCB 2	0.764	*Valid*
	OCB 3	0.751	*Valid*
	OCB 4	0.784	*Valid*
	OCB 5	0.786	*Valid*
	OCB 7	0.861	*Valid*

Table 4. Cronbach Alpha

Variable	*Cronbach Alpha*	Description
Leadership Style	0.808	*Reliable*
Organizational Culture	0.846	*Reliable*
Organizational Commitment	0.911	*Reliable*
OCB	0.850	*Reliable*

or 0.911, and organizational citizenship behavior > 0.7 or 0.850. The Cronbach alpha value of every variable is greater than 0.7 so it is stated that the four variables show the level of a reliable.

Composite Reliability. Sarwono and also Narimawati (2015: 18) said that a latent variable can have good reliability when the value of the composite reliability is higher than 0.7. The value of every variable used is:

From Table 5, the value of composite reliability of the leadership style variables > 0.7 or 0.874, organizational culture > 0.7 or 0.890, organizational commitment > 0.7 or 0.934, and organizational citizenship behavior > 0.7 or 0.892. This shows that the four variables show a high-reliability level.

Table 5. Composite Reliability

Variable	Composite Reliability	Description
Leadership Style	0.874	*Reliable*
Organizational Culture	0.890	*Reliable*
Organizational Commitment	0.934	*Reliable*
Organizational Citizenship Behavior	0.892	*Reliable*

Table 6. Collinearity Statistic (VIF)

Variable	OCB (Y)	Organizational Commitment (Z)	Description
Leadership Style	1.751	1.609	*Non Multi- kolinearitas*
Organizational Culture	2.413	1.609	*Non Multi- kolinearitas*
Organizational Commitment	1.530		*Non Multi- kolinearitas*

Multicollinearity Test. To help test the existence of multicollinearity, it can be shown through the Variance Inflation Factor (VIF) value and also the value of tolerance for every independent variable. If the tolerance value is higher than 0.10 and the VIF is less than 10, it can be stated that there are no symptoms of multicollinearity (Kurniawan, 2013).

From Table 6, the results of collinearity statistics in this study show that all variable indicators have a value of <5, so this study does not have a multicollinearity problem.

5.2 Inner Model

The structural Model (Inner) is performed to describe the constructed model between latent variables (Mashadi and Irawan 2017). The inner model is measured by seeing the values of the R-square, Goodness Of Fit, and Normed fix index (NFI). A model is said to be substantial (strong) if the R-Square value ≥ 0.7 the greater than R-Square value, the better the effect. The assessment of the goodness of fit using Q-square, the higher the value of Q-square, the better the model studied or it is stated to be fit. The feasibility of a model can also be seen through the Normed Fix Index (NFI) value, the NFI value is said to be better if it gets closer to the value.

Coeffisien Determinant.   Assessing a model with PLS starts with looking at R2 for every dependent variable. The changing of the R2 value can help show the effect of certain independent variables on the dependent latent variables (Ghozali, 2014:42). R2 results of 0.67, 0.33, and 0.19 show that the model is known as "good", "moderate", and also "weak" (Chin, 1998 in Ghozali, 2012:42). (Sudiarianti, Ulupui, and Budiasih 2015) according to the data analyzed by applying the smart pls, the followings are the values of R-Square shown:

Table 7. R-Square

Model	R Square	R Square Adjusted
Leadership Style	0.346	0.320
Organizational Citizenship Behavior	0.628	0.605

From Table 7 shown, it can be seen that the R-Square value of the organizational commitment variable (Z) is 0.346. The value indicates that 34.6% of organizational commitment variables are determined by leadership style and also organizational culture. While the remaining 65.4% was determined by variables outside the research. The Table 7 also shows that 62.8% of organizational citizenship behavior variables are influenced by leadership style and organizational culture, while the remaining 37.2% are influenced by variables outside the study.

Feasibility Analysis of the Q-Square Model. The value of the Q-square should be > 0 which indicates the model has good predictive relevance (Ghozali, 2011). The Q-square value can be obtained by the following calculation:

$$Q\text{-Square} = 1 - [(1 - R^2 \, 1) \times (1 - R^2 \, 2)]$$
$$= 1 - [(1 - 0{,}346) \times (1 - 0{,}628)]$$
$$= 1 - [(0{,}654) \times (0{,}372)]$$
$$= 1 - 0{,}243$$
$$= 0{,}757$$

According to the calculations done, a value of Q-square of 0.757 was obtained, meaning that the level of diversity of the model proposed by the independent variable by explaining the dependent variable was 0.757 or 75.7% and the remaining 24.3% was still determined by other factors. Thus it can be concluded that this research model can be stated to have the goodness of fit.

Normed Fix Index (NFI). In addition, to find out the value of Q-Square, NFI can also be used to test the feasibility of a model, where the model is acceptable if it has an NFI value of > 0.1. The NFI value is said to be better when it gets closer to the value of 1. The NFI value used here is displayed in Table 8.

Table 8. Output Model Fit

	Saturated Model	Estimated Model
SRMR	0.098	0.098
d_ULS	1.837	1.837
d_G	1.244	1.244
Chi-Square	301.031	301.031
NFI	0.626	0.626

From the table shown it is shown that the value NFI of 0.626 or less than 0.9 is close to the value of 1. So it can be concluded that the model can be said to be weak or poorly fit.

5.3 Hypothesis Test

Test the hypothesis using the method of path analysis.

Direct Effect. The direct effect is used to find out the influence of each variable on other variables based on the model that has been built (Oktaviani, Astuti, and Firdiansjah 2019). The parameter used is to look at the P-value where the hypothesis is claimed to be significant if the P-value < 0.05 or the T-statistical value is more than 1.96. In addition, the direct influence test can also be looked at from the value of the coefficient path which is positive or unidirectional, if the original sample value on the coefficient path is more than 0 or has a positive value, it can be said that the hypothesis gives such a positive influence. The following is the path coefficient value obtained through bootstrapping analysis in this study:

From Table 9, the hypothesis test result directly states that leadership style gives such an insignificant effect on organizational commitment, leadership style gives such a positive and also significant effect on organizational citizenship behavior, organizational culture gives such a positive and also significant influence on organizational commitment, organizational culture has a positive and also significant effect toward organizational citizenship behavior, organizational commitment gives such a positive and also significant effect toward organizational citizenship behavior.

Indirect Effect. The indirect effect is used to help analyze the relationship strength of mediator variables with other variables (Masduqi and Nugroho, 2018). The hypothesis is said to be significant if the P value of < 0.05 then the value of the mediator of the variable can mediate the indirect effect of the dependent variable on the independent variable.

Table 9. Path Coefficient

Variable Relationships	Original Sample (O)	T Statistic (|O/STDEV|)	P Values	Description
(X1) → (Z)	−0,304	1,355	0,176	Positive insignificant
(X1) → (Y)	0,348	2,167	0,031	Significant Positives
(X2) → (Z)	0,725	3,573	0,000	Significant Positives
(X2) → (Y)	0,370	2,291	0,022	Significant Positives
(Z) → (Y)	0,275	2,364	0,018	Significant Positives

Table 10. Spesific Indirect Effect

Indirect Effect	Original Sample (O)	T Statistics (|O/STDEV|)	P Value	Description
LS → OCo → OCB	−0,084	1,257	0,209	Insignificant Positives
OCu → LS → OCB	0,199	2,429	0,015	Significant Positives

According to Table 10 hypothesis testing indirectly through mediation variables state that leadership style gives such a positive effect toward organizational citizenship behavior through organizational commitment, and also organizational culture gives such a positive effect toward organizational citizenship behavior through organizational commitment.

6 Discussion

6.1 The Effect of Leadership Style on Organizational Commitment

The results show that the leadership style has an insignificant influence on the commitment of the organization. The hypothesis results show a statistical t-value of 1.355 and a P-value of <0.05 which is 0.176 which reveals that leadership style gives no significant effect on organizational commitment. The results are supported by Deddy Junaedi et.al (2013) who state that leadership style gives a positive effect on organizational commitment.

6.2 The Effect of Leadership Style on Organizational Citizenship Behavior

The results show that leadership style has a positive and significant influence on organizational citizenship behavior. This is relevant to the statement of Syahril and Widyarini (2007) that positive leadership behavior will encourage employees to do work beyond their formal duties and will always support the goals of the organization with all the abilities it has, as well as a form of "repayment" and commitment to their organization that has provided comfort and justice in completing the work.

6.3 The Effect of Organizational Culture on Organizational Commitment

The results show that the organizational culture has an insignificant effect on the commitment of the organization. The hypothesis results show a statistical t-value of 3.573 and a P-value of <0.05 which is 0.000 revealing that leadership style gives no significant influence on organizational commitment. The results are in line with the one by Nurul Musyafidah (2019) said that organizational culture gives such a positive and significant influence on organizational commitment.

6.4 The Effect of Organizational Culture on Organizational Citizenship Behavior

Statistical results revealed that organizational culture gives such a positive and also significant effect on organizational citizenship behavior. This condition implies that the higher the organizational culture, the higher the positive attitude towards the company as well as colleagues. This is relevant to the research of Putu Enda Wira Saputra & I Wayan Gede Supartha (2019), which states that organizational culture has a positive effect on OCB.

6.5 The Effect of Organizational Commitment on Organizational Citizenship Behavior

The results show that organizational commitment gives such a positive and also significant effect on organizational citizenship behavior. This states that the attachment and concern of employees to the company becomes supportive enough for the employees to do the job voluntarily. The results are supported by the study from Raka Tri Bayu Ardi & Ketut Sudarma (2015) or it can be said that organizational commitment gives such a positive and also significant influence on organizational citizenship behavior.

6.6 The Effect of Leadership Style on Organizational Citizenship Behavior Through Organizational Commitment

The results show that leadership style gives a positive but insignificant influence on organizational citizenship behavior through organizational commitment. Based on the research of Podsakof et al. directive leadership is negatively related and also supportive leadership is positively associated with OCB. However, this statement is inversely proportional to the results of research conducted by Mahmuda, and Iqlima (2020) which states that leadership style gives such a positive influence on organizational citizenship behavior through organizational commitment.

6.7 The Effect of Organizational Culture on Organizational Citizenship Behavior Through Organizational Commitment

The results show that organizational culture gives such a positive and also significant influence on OCB through organizational commitment. These results are supported by Rosyada's research (2016) Organizational Culture has a positive and significant effect on OCB; Organizational Commitment gives such a positive and significant influence on Organization Citizenship Behavior (OCB) and Organizational Culture and Organizational Commitment gives such a positive and significant influence toward Organization Citizenship Behavior (OCB).

7 Conclusion

Based on the analysis, some variables have no significant influence on other variables. Some more are influential and capable of being mediation variables. The limitation of the problem in this study is that the limited sample and respondent answers obtained through

the questionnaire are more subjective. Suggestions For subsequent researchers should develop or add existing variables that are still related to this study and are expected to use different analytical tools so that they can describe results that are closer to the actual state.

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