THE INFLUENCE OF LEADERSHIP, WORK ENVIRONMENT, AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) WITH JOB SATISFACTION AS AN INTERVENING VARIABLE AT PT. BANK SUMUT TEBING TINGGI BRANCH

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Abstract:
This research aims to determine the influence of leadership, work environment and organizational commitment on Organizational Citizenship Behavior (OCB) with Job Satisfaction as an Intervening Variable at PT. Bank Sumut Tebing tinggi Branch. This research is field research which is carried out directly at the research location or place where the phenomenon being studied occurs. This research uses an associative approach which aims to find relationships or associations between variables. The method used is a quantitative method, where the data collected is in the form of numbers or data that can be calculated. The focus of the research is to examine the influence of independent variables such as Leadership (X1), Work Environment (X2), and Organizational Commitment (X3), the intervening variable Job Satisfaction (Z), and the dependent variable OCB (Y). This research was conducted with a population of 41 employees of Bank Sumut Tebing Tinggi Branch. The results of this research show that leadership, work environment and organizational commitment have a positive influence on Organizational Citizenship Behavior (OCB) at PT. Bank Sumut Tebing Tinggi Branch.

Keywords: *Leadership, Work Environment, Organizational Commitment, Organizational Citizenship Behavior (OCB)*

INTRODUCTION

Basically, the role of humans in an organization is very strategic. Operational success and achievement of organizational goals depend on human contribution as the main factor. Management of company human resources must be carried out professionally, in accordance with employee needs and organizational capabilities. To develop quality human resources, factors that contribute to improving employee performance need to be considered. In the context of a competitive business environment, understanding the behavior of organizational members becomes crucial. Organizational Citizenship Behavior (OCB), which includes voluntary behavior outside of primary duties, is recognized as having a significant impact on company performance and success (Sabahattin, 2020).

According to (Wirawan, 2017), factors that influence Organizational Citizenship Behavior (OCB) include personality, organizational culture, organizational climate, job satisfaction, organizational commitment, leadership, employee social responsibility, employee age, work involvement, collectivism, and organizational justice. (Podsakoff et al., 2018) also identified factors that contribute to OCB, such as job satisfaction, work environment, organizational justice, empowerment, organizational commitment, work and personal life balance. This suggests that there are similarities in views regarding the factors influencing OCB, although the emphasis on some factors may vary between the two studies.

Leadership that can influence OCB can be defined as the ability to motivate, guide, and direct individuals or teams towards achieving organizational goals (Hasibuan, 2017). In the corporate context, leadership has a central role in shaping organizational culture, motivating employees, and creating a productive work environment. Research by (Setiani & Hidayat, 2020).

Effective leadership includes the ability to inspire and motivate employees beyond the main task, creating an influence on how Organizational Citizenship Behavior (OCB) can develop. The leader models positive behavior, including active participation in OCB, serving as an example for team members, encouraging the adoption of similar behavior. Involved leadership and understanding of employee needs creates a work climate that supports OCB, involving actions such as listening, providing positive feedback, and providing support (Maharani & Aini, 2020).

The work environment includes a variety of workplace factors and conditions that influence employee experiences, behavior and well-being (Mangkunegara, 2018). This includes organizational culture, team dynamics, company policies, and physical conditions of the workplace. According to (Piyandi et al., 2021) A work environment that promotes positive values, cooperation, and support between teams supports the growth of Organizational Citizenship Behavior (OCB) in his research. A culture that encourages active participation can increase employee voluntary contributions. A work environment that recognizes and rewards voluntary behavior can also be a motivation for employees to continue participating in OCB.

Organizational commitment is the level of employee attachment, identification and loyalty to the goals, values and success of the organization where they work (Judge & Robbins, 2017). This commitment can motivate employees to actively participate in Organizational Citizenship Behavior (OCB), creating voluntary contributions that support the progress and welfare of the organization. Research carried out by (Piyandi et al., 2021) that organizational commitment has a positive and significant effect on OCB

Table 1. Pre-Survey Organizational Citizenship Behavior (OCB) Questions

No	Question Items	Yes		No		Total	
	Alturism	frequency	%	frequency	%	frequency	%
1	Volunteering to help colleagues at PT. Bank Sumut Tebingtinggi Branch	13	86.67%	2	13.33%	15	100%
	Courtesy						
2	Employees at PT. Bank Sumut Tebingtinggi Branch always respects differences of opinion	8	53.33%	7	46.67%	15	100%

Source: Pre-Processed Survey Data, 2023

In the results of the Alturism questionnaire items (voluntary behavior), 86.67% of respondents stated that they helped their co-workers voluntarily, while 13.33% disagreed. Furthermore, on Courtesy (politeness) in the question there were differences of opinion, where 53.33% of respondents agreed that employees at PT. Bank Sumut Tebing Tinggi Branch always respects differences of opinion, while 46.67% disagree. In general, the majority of respondents tend to support OCB practices in the form of altruism (voluntary behavior). Although most respondents agreed that employees respect differences of opinion, a significant percentage disagreed.

Table 2. Pre-Survey Leadership Questions

No	Question Items	Yes		No		Total	
	Idealized Influence	frequency	%	frequency	%	frequency	%
1	Leader at PT. Bank Sumut Tebingtinggi Branch is trusted by its subordinates	10	66.67%	5	33.33%	15	100%
	Inspirational Motivation						
2	Leader at PT. Bank Sumut Tebingtinggi Branch is able to provide motivation to its subordinates	9	60.00%	6	40.00%	15	100%

Source: Pre-Processed Survey Data, 2023

The pre-survey results in table 2 in the questionnaire items on leadership show that the majority of respondents at PT. Bank Sumut Tebing Tinggi Branch believes that 66.67% of company leaders are trusted by their subordinates. There were 33.33% of respondents who disagreed. Apart from that, in the context of inspirational motivation, 60.00% of respondents thought that leaders were able to provide motivation, while 40.00% of respondents had the opposite view. A potential problem that can be identified is high levels of trust, but it is important to note the need to understand the factors that may influence leadership perceptions and motivation.

Table 3. Pre-Survey Work Environment Questions

No	Question Items	Yes		No		Total	
	Physical Work Environment	frequency	%	frequency	%	frequency	%
1	PT. Bank Sumut Tebingtinggi Branch makes working comfortable	12	80.00%	3	20.00%	15	100%
	Non-Physical Work Environment						
2	I feel comfortable working at PT. Bank Sumut Tebingtinggi Branch	8	53.33%	7	46.67%	15	100%

Source: Pre-Processed Survey Data, 2023

The pre-survey results regarding the Work Environment question showed that the majority of respondents, 80.00%, felt that the office layout at PT. Bank Sumut Tebing Tinggi Branch makes them comfortable in their work. There were 20.00% of respondents who did not agree with this statement. In terms of the non-physical work

environment, 53.33% of respondents stated that they felt comfortable working, while 46.67% had the opposite view. Employee perceptions of the non-physical work environment at PT. Bank Sumut Tebing Tinggi Branch may be influenced by factors such as place of residence. Most of the respondents may come from outside Tebing Tinggi, which may influence their comfort level in working in that environment.

Table 4. Pre-Survey Organizational Commitment Questions

No	Question Items	Yes		No		Total	
	Affective Commitment	frequency	%	frequency	%	frequency	%
1	Feeling that you have a strong emotional connection to the goals and values at PT. Bank Sumut Tebingtinggi Branch	10	66.67%	5	33.33%	15	100%
	Continuous Commitment						
2	Has the intention to continue contributing to PT. Bank Sumut Tebingtinggi Branch in the long term	9	60.00%	6	40.00%	15	100%

Source: Pre-Processed Survey Data, 2023

The pre-survey results show that the majority of respondents at PT. Bank Sumut Tebing Tinggi Branch 66.67% felt a strong emotional connection to the company's goals and values (Affective Commitment). However, there were a number of respondents, 33.33%, who did not experience this emotional bond. In addition, regarding Continuous Commitment, 60.00% of respondents have the intention to contribute in the long term, while 40.00% do not have this intention.

Potential problems that can be identified are variations in the level of employee commitment to the company.

Table 5. Pre-Survey Job Satisfaction Questions

No	Question Items	Yes		No		Total	
	Promotion	frequency	%	frequency	%	frequency	%
1	Bank Sumut gave me the opportunity to improve my career.	6	40.00%	9	60.00%	15	100%
	Wages						
2	The salary I receive at Bank Sumut is in accordance with the workload received	5	33.33%	10	66.67%	15	100%

Results from the pre-survey of employee job satisfaction at PT. Bank Sumut Tebing Tinggi Branch showed that the majority of respondents 60.00% felt that Bank Sumut did not give them the opportunity to improve their careers. However, a small number agreed that they had been given the opportunity to improve their careers. Apart from that, the majority of employees, 66.67%, felt that the salary they received at Bank Sumut was not appropriate to the workload they were responsible for, while 33.33% of respondents had the opposite view.

From these results, it appears that the majority of employees are dissatisfied with the career development opportunities and salaries they receive at Bank Sumut. From the background and results of the theoretical summary, previous research and pre-survey presented, the researcher wants to carry out this research.

RESEARCH METHODS

This research is field research which is carried out directly at the research location or place where the phenomenon being studied occurs. This research uses an associative approach which aims to find relationships or associations between variables (Sugiyono, 2018). The method used is a quantitative method, where the data collected is in the form of numbers or data that can be calculated. The focus of the research is to examine the influence of independent variables such as Leadership (X_1), Work Environment (X_2), and Organizational Commitment (X_3), the intervening variable Job Satisfaction (Z), and the dependent variable OCB (Y).

This research was conducted with a population of 41 employees of Bank Sumut Tebing Tinggi Branch. Sampling was done using a saturated sample, that is, the entire population was sampled in this study (Sugiyono, 2018). In this research, two types of data were used, namely primary data and secondary data. Primary data was obtained through direct data collection by researchers using questionnaires given to respondents who were the research sample. Meanwhile, secondary data was obtained through indirect sources, such as previous research journals, theoretical literature, information from the internet, and data from archives or publications from PT. North Sumatra Bank.

Table 6. Operational Variables

No.	Variable	Operational Definition	Variable Indicator	Scale measuring
1.	OCB (Y)	Organizational Citizenship Behavior (OCB) refers to voluntary actions carried out by employees outside the scope of their main duties, which have a positive impact on the organization (Organ, 2018))	1. *Altruism* 2. *Conscientiousness* 3. *Sportsmanship* 4. *Courtesy* 5. *Civic virtue* (Organa, 2018)	Likert
2.	Job satisfaction (Z)	Job satisfaction is a positive evaluation felt by employees of the work they do, in line with the expectations they have of their job or work	1. The Work Itself 2. Superior 3. Work colleague 4. Promotion	Likert

No	Variable	Definition	Indicator	Scale
		environment. (David, 2019)	5. Satisfaction with Salary	
3	Leadership (X1)	Leadership is a person's ability to exert a positive influence on others, encouraging them to participate actively in cooperative efforts to achieve stated goals. (Suwatno & Priansa, 2018)	1. *Idealized influence* 2. *Inspirational motivation* 3. *Intellectual simulation* 4. *Individualized consideration* (Suwatno & Priansa, 2018)	Likert

3.	Work environment (X2)	The work environment is defined as a place where a number of individuals work together, equipped with supporting facilities aimed at achieving company goals in accordance with the vision and mission that have been set (Sedarmayanti, 2016)	1. Physical Work Environment
			   a. Light illumination
			   b. Cleanliness
			   c. Security
			   d. Working hours
			 2. Non-Physical Work Environment
			   a. Working relationships between colleagues
			 (Sedarmayanti, 2016)
				Likert

4	Organizational Commitment (X3)	Organizational commitment refers to the extent to which employees show loyalty or allegiance to the organization for which they work (Judge & Robbins, 2017)	1. Affective Commitment 2. Continuance Commitment 3. Normative Commitment	Likert

In this research, two data collection techniques were used, namely interviews, questionnaires and documentation studies.

a. Questionnaire, which is a data collection method using questionnaires or questionnaires.

b. Documentation study, where researchers collect data from various sources such as journal articles, papers, books, and website searches related to this research.

Data analysis in this research utilized Structural Equation Modeling (SEM) using the Smart Partial Least Squares 4 (PLS) method. PLS is a component or variant based SEM model. SEM is a field of statistics that allows testing complex relationships that are difficult to measure simultaneously.

The SEM analysis process with PLS consists of three main stages: 1) Outer model analysis, 2) Inner model analysis, and 3) Hypothesis testing (Ghozali & Latan, 2019). PLS model evaluation is carried out by considering both the outer model and inner model. The outer model is used to predict the relationship between indicators or

parameters and latent variables, while the inner model is used to predict the causal relationship between latent variables.

Significance testing was carried out using the bootstrapping method to evaluate the main effect and the influence of independent variables on mediating variables (Ghozali & Latan, 2019). If the statistical significance value is achieved, then the research hypothesis is considered accepted. The coefficient of determination is used to evaluate the ability of the independent variable model to explain variations in the dependent variable data, with certain criteria for assessing model representation. Adjusted R Square can be used when dealing with exogenous variables that have differences in measurement or a non-uniform number of observations.

RESULTS AND DISCUSSION
Characteristics of Research Respondents

The respondent profile in this study was obtained from analysis of questionnaires filled out by 41 respondents, including information on characteristics such as gender, age and length of work.

Table 7. Respondents Based on Gender

No	Gender	frequency	(%)
1	Man	24	58.54%
2	Woman	17	41.46%
	Amount	**41**	**100%**

Source: Processed Research Data, 2024

From the results of the respondents, employees of PT. The research of the North Sumatra Bank Tebing Tinggi Branch showed a gender distribution with details of 24 respondents (58.54%) being men, while 17 respondents (41.46%) were women. Table 4.2 shows that the results of respondents from employees of PT. Bank Sumut Tebing Tinggi Branch based on age shows the following distribution. Age 20 to 30 years: 19 respondents (46.34%). Age 30 to 40 years: 17 respondents (41.46%). Age 50 years and over: 5 respondents (12.20%) This data provides an overview of the age distribution in the respondent population. The majority of respondents were in the 20-to-40-year age range, with the highest proportion in the 20−30-year age group.

Table 8. Respondents by Age

No	Age (Years)	frequency	(%)
1	20 to 30	19	46.34%
2	30 to 40	17	41.46%
3	50 >	5	12.20%
	Amount	**41**	**100%**

Source: Processed Research Data, 2024

Below in table 4.3 is the distribution of PT employee respondents. Bank Sumut Tebing Tinggi Branch based on length of work: Worked for 1 to 5 years: 20 respondents (48.78%). Working for 6 to 10 years: 16 respondents (39.02%). Working for 11 to 15 years: 5 respondents (12.20%). Working for 16 years and over: 0 respondents (0.00%).

These data reflect variations in length of work within the respondent population. The majority of respondents have worked for 1 to 10 years, with the largest number in the 1–5-year range. Respondents who work at PT. Bank Sumut Tebing Tinggi Branch can provide additional perspective in evaluating longer work experience.

Table 9. Respondents Based on Length of Work

No	Worked (Years)	frequency	(%)
1	1 to 5	20	48.78%
2	6 to 10	16	39.02%
3	11 to 15	5	12.20%
4	16 >	0	0.00%
	Amount	**41**	**100%**

Source: Processed Research Data, 2024

Explanation of Research Respondents

Respondent's explanation of the question item at PT. Bank Sumut Tebing Tinggi Branch, described as follows:

Table 9. Explanation of Respondents to OCB Question Items

No.	Question	SS f	SS %	S f	S %	N f	N %	T.S f	T.S %	STS f	STS %	Total f	Mean
1.	***Altruism*** **S**Do you often help colleagues in completing their tasks?	12	29.27%	12	29.27%	15	36.59%	2	4.88%	0	0.00%	41	3.83
2.	***Conscientiousness*** Employees at PT. Bank Sumut Tebing Tinggi Branch shows seriousness and compliance with organizational duties?	12	29.27%	17	41.46%	8	19.51%	4	9.76%	0	0.00%	41	3.90
3	***Sportsmanship*** Be fair and support a harmonious work environment?	10	24.39%	14	34.15%	13	31.71%	4	9.76%	0	0.00%	41	3.73
4	***Courtesy*** Do you often act friendly and polite to your	7	17.07%	22	53.66%	10	24.39%	2	4.88%	0	0.00%	41	3.83

No.	Question	SS f	SS %	S f	S %	N f	N %	T.S f	T.S %	STS f	STS %	Total f	Mean
	coworkers?												
5	*Civic Virtue* I pay attention to and follow the policies at PT. Bank Sumut Tebing Tinggi Branch	10	24.39%	20	48.78%	11	26.83%	0	0.00%	0	0.00%	41	3.98
	Average											41	3.85

Source: Processed Research Data, 2024

Respondent results regarding Organizational Citizenship Behavior (OCB) at PT. Bank Sumut Tebing Tinggi Branch showed positive results. The overall average score was 3.85. The highest results were obtained on questions regarding "Civic Virtue" with a total frequency of 20 (48.78%) and a mean score of 3.98, indicating a high level of agreement with understanding and compliance with organizational policies. The "Conscientiousness" aspect also received a positive response with a mean score of 3.90, indicating the level of seriousness and compliance of employees towards organizational tasks. Even though the "Sportsmanship" and "Courtesy" aspects received slightly lower scores, namely 3.73 and 3.83 respectively, they still reflect a fair attitude, supporting a harmonious work environment, as well as being friendly and polite to colleagues. Overall, the survey results show active participation in OCB practices in HEIs. Bank Sumut Tebing Tinggi Branch with a positive level of approval from respondents.

Table 10. Explanation of Respondents' Job Satisfaction Question Items

No.	Question	SS f	SS %	S f	S %	N f	N %	T.S f	T.S %	STS f	STS %	Total f	Mean
1.	**The Work Itself** What skills do I need in my current job?	11	26.83%	20	48.78%	4	9.76%	6	14.63%	0	0.00%	41	3.88
2.	**Superior** Boss at PT. Bank Sumut Tebing Tinggi Branch appreciates your contribution at work?	9	21.95%	16	39.02%	13	31.71%	3	7.32%	0	0.00%	41	3.76
3	**Work colleagu**	9	21.95%	20	48.78%	10	24.39%	2	4.88%	0	0.00%	41	3.88

No	Question	SS		S		N		T.S		STS		Total f	Mean
	e Colleague at PT. Bank Sumut Tebing Tinggi Branch always supports your work												
4	**Promotion** I feel there is an opportunity to improve my career at PT. North Sumatra Bank	10	24.39%	19	46.34%	6	14.63%	6	14.63%	0	0.00%	41	3.80
5	**Satisfaction with Salary** Your salary payment is in accordance with your workload and comparable to other colleagues	8	19.51%	16	39.02%	13	31.71%	4	9.76%	0	0.00%	41	3.68
	Average											41	**3.80**

Source: Processed Research Data, 2024

Respondents on the employee satisfaction scale at PT. Bank Sumut Tebing Tinggi Branch showed positive results with an average score of 3.80. Employees feel that their skills are needed at work (Mean: 3.88), superiors appreciate their contributions (Mean: 3.76), coworkers are always supportive (Mean: 3.88), there are opportunities for promotion (Mean: 3.80) , and satisfaction with appropriate salary (Mean: 3.68). Overall, the survey results reflect employee satisfaction with various aspects of work and the work environment at the company.

Table 11. Explanation of Respondents to Leadership Question Items

No.	Question	SS		S		N		T.S		STS		Total f	Mean
		f	%	f	%	f	%	f	%	f	%		

No	Indicator											Total	Mean
1.	*Idealized Influence* Leader at PT. Bank Sumut Tebing Tinggi Branch is a good example that can be followed by other employees	10	24.39%	19	46.34%	10	24.39%	2	4.88%	0	0.00%	41	3.90
2.	*Idealized Influence* There is respect and trust for leaders at PT. Bank Sumut Tebing Tinggi Branch based on the example given	7	17.07%	18	43.90%	13	31.71%	3	7.32%	0	0.00%	41	3.71
3	*Inspirational Motivation* Does your leader provide clear motivation and achievable targets for you and your colleagues?	11	26.83%	13	31.71%	17	41.46%	0	0.00%	0	0.00%	41	3.85
4	*Intellectual Stimulation* Do you feel encouraged to be a problem solver and innovate under the guidance of	7	17.07%	15	36.59%	17	41.46%	2	4.88%	0	0.00%	41	3.66

a leader?												

No.	Question	SS f	%	S f	%	N f	%	T.S f	%	STS f	%	Total f	Mean
5	*Individualized Consideration* Leaders pay attention and listen to complaints and individual needs of employees at PT. Bank Sumut Tebing Tinggi Branch	11	26.83%	14	34.15%	14	34.15%	2	4.88%	0	0.00%	41	3.83
	Average											41	3.79

Source: Processed Research Data, 2024

Respondents rated leaders at PT. Bank Sumut Tebing Tinggi Branch has a high Idealized Influence, with 70.73% stating that they strongly agree or agree to be a good example. The aspect of respect and trust in leaders is also positive, reaching a 60.97% approval rate. In addition, Inspirational Motivation was rated highly by 58.54% of respondents, indicating leaders provide clear motivation. Although Intellectual Stimulation had an approval rating of 53.66%, Individualized Consideration received a high rating of 60.98%. The overall average for leadership aspects is 3.79.

Table 12. Explanation of Respondents to Work Environment Question Items

No.	Question	SS f	%	S f	%	N f	%	T.S f	%	STS f	%	Total f	Mean
1.	**Physical Work Environment Lighting** Satisfied with the current level of lighting in the workplace?	12	29.27%	11	26.83%	12	29.27%	6	14.63%	0	0.00%	41	3.71
2.	**Physical Work Environment Cleanliness** Cleanliness in your	10	24.39%	20	48.78%	9	21.95%	2	4.88%	0	0.00%	41	3.93

No	Item	f	%	f	%	f	%	f	%	f	%	Total	Mean
	workplace area is maintained and affects the working atmosphere												
3	**Physical Work Environment Working Hours** The working hours system at work affects work-life balance	8	19.51%	18	43.90%	10	24.39%	4	9.76%	1	2.44%	41	3.68
4	**Physical Work Environment Security** Security in the workplace environment influences the level of comfort at work	11	26.83%	15	36.59%	9	21.95%	6	14.63%	0	0.00%	41	3.76
5	**Non-Physical Work Environment Indicators Work Relations Between Colleagues** Do you feel that your working relationships with colleagues, whether of the same	11	26.83%	13	31.71%	15	36.59%	2	4.88%	0	0.00%	41	3.80

	or different types of work, are going well?												
Average												**41**	**3.78**

Source: Processed Research Data, 2024

Respondents assessed various aspects of the work environment at PT. Bank Sumut Tebing Tinggi Branch. As many as 29.27% said they were satisfied with the level of lighting, while 48.78% thought that cleanliness in the workplace area was well maintained. The working hours system is considered to influence work-life balance by 43.90% of respondents. Safety in the work environment was also assessed positively by 36.59% of respondents. Apart from that, 36.59% of respondents felt that working relationships with colleagues were going well. The overall average for work environment aspects is 3.78.

Table 13. Explanation of Respondents to Organizational Commitment Question Items

No.	Question	SS		S		N		T.S		STS		Total f	Mean
		f	%	f	%	f	%	f	%	f	%		
1.	**Affective Commitment** I feel I have the desire to continue to contribute and work hard at PT. Bank Sumut Tebing Tinggi Branch	11	26.83%	17	41.46%	13	31.71%	0	0.00%	0	0.00%	41	3.95
2.	**Affective Commitment** I feel a high level of emotional involvement towards my colleagues and the organization	17	41.46%	11	26.83%	12	29.27%	1	2.44%	0	0.00%	41	4.07
3	**Continuous Commitment** I feel there	8	19.51%	17	41.46%	10	24.39%	6	14.63%	0	0.00%	41	3.66

| No	Statement											N	Mean
	will be losses that might occur if I leave PT. Bank Sumut Tebing Tinggi Branch												
4	**Continuous Commitment** I feel attached to the benefits and advantages obtained from remaining at PT Bank Sumut	12	29.27%	12	29.27%	15	36.59%	2	4.88%	0	0.00%	41	3.82
5	**Normative Commitment** Feeling that you have a moral obligation or responsibility towards PT. Bank Sumut Tebing Tinggi Branch	12	29.27%	17	41.46%	12	29.27%	0	0.00%	0	0.00%	41	4.00
	Average											41	**3.90**

Source: Processed Research Data, 2024

Respondents showed a high level of organizational commitment to PT. Bank Sumut Tebing Tinggi Branch. As many as 41.46% felt a strong desire to continue contributing and working hard, while 41.46% also expressed high emotional involvement with colleagues and the organization. Most respondents, namely 41.46%, felt attached to the benefits and profits obtained from remaining at the bank. Apart from that, 41.46% of respondents also felt they had a moral obligation or responsibility towards PT. Bank Sumut Tebing Tinggi Branch. The overall mean level of commitment was 3.90.

Statistical Analysis of the SEM-PLS Method Model
Outer Model

In SEM-PLS, convergent validity evaluation is carried out through outer loading, where an outer loading value above 0.7 is considered an adequate indicator of the latent variable in question, in accordance with the guidelines provided by Hair et al. (2019). Convergent validity provides an overview of the extent to which indicators reflect the latent variables being measured, and this supports the accuracy of the construction of these variables. In other words, the higher the outer loading value, the better the indicator reflects the concept being measured, ensuring the accuracy and reliability of the latent variable construction in the model.
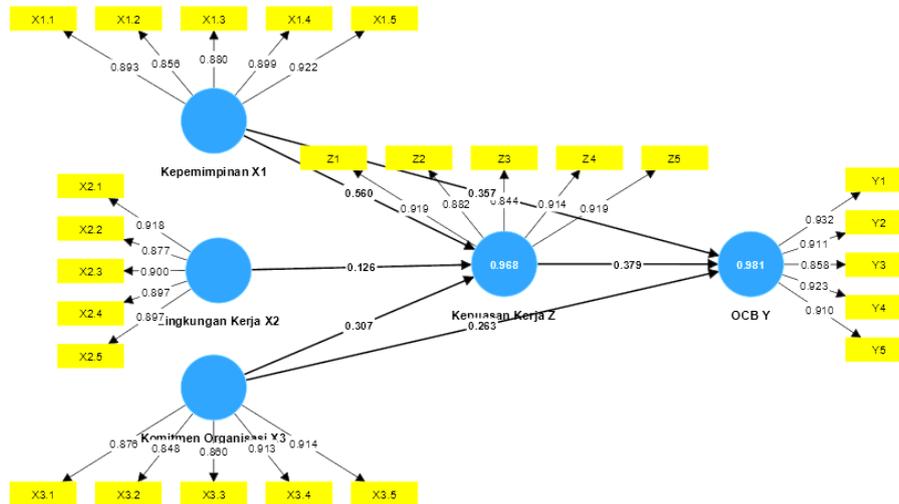
Figure 1. Outer Model
Source: SEM-PLS 4, 2024

All indicators are considered valid because their outer loading value exceeds the limit of 0.7, as seen in Figure 4.1. This high validity indicates that the indicators effectively reflect the latent variables being measured, providing a strong basis for continuing further analysis with confidence.

a. Outer Loading

The outer loading of the latent variable indicators in the research data consistently averages above 0.7, in accordance with recommendations. This shows good validity, confirming that the indicators are effective in reflecting the latent variables measured in this study.

Table 14. Output Outer Loading

	Leadership (X1)	Job Satisfaction (Z)	Organizational Commitment (X3)	Work Environment (X2)	OCB (Y)
X1.1	0.893				
X1.2	0.856				
X1.3	0.880				
X1.4	0.899				
X1.5	0.922				
X2.1				0.918	
X2.2				0.877	
X2.3				0.900	
X2.4				0.897	

X2.5				0.897	
X3.1			0.876		
X3.2			0.848		
X3.3			0.860		
X3.4			0.913		
X3.5			0.914		
Y1					0.932
Y2					0.911
Y3					0.858
Y4					0.923
Y5					0.910
Z1		0.919			
Z2		0.882			
Z3		0.844			
Z4		0.914			
Z5		0.919			

Source: SEM-PLS 4, 2024

Table 14 shows that the outer loading values of the indicators used are consistently valid, in accordance with the first test for convergent validity.

b. Average Variance Extracted (AVE) Test

In Confirmatory Factor Analysis (CFA) analysis, AVE (Average Variance Extracted) is used as an indicator to assess the convergent validity of latent variables. If the AVE value of a variable exceeds 0.5, the variable is considered to have adequate validity. AVE reflects the extent to which related indicators can explain variations in the latent variable.

Table 15. Average Variance Extracted (AVE) Test

	Average variance extracted (AVE)
Leadership (X1)	0.792
Job Satisfaction (Z)	0.803
Organizational Commitment (X3)	0.779
Work Environment (X2)	0.806
OCB (Y)	0.823

Source: SEM-PLS 4, 2024

All variables, including Leadership (0.792), Job Satisfaction (0.803), Organizational Commitment (0.779), Work Environment (0.806), and OCB (0.823), show a level of convergent validity with AVE values above 0.5. This indicates that the related indicators are able to adequately explain the variations in each of the research variables.

c. Fornell-Larcker Criterion test

In testing discriminant validity using the Fornell-Larcker Criterion, it is important to ensure that the correlation value between the variables themselves (autocorrelation) is higher than the correlation between that variable and other variables (heterocorrelation), in accordance with the guidelines presented by Fornell & Larcker (1981).

Table 16. Fornell-Larcker Criterion test

	Leadership (X1)	Job Satisfaction (Z)	Organizational Commitment (X3)	Work Environment (X2)	OCB (Y)
Leadership (X1)	0.990				
Job Satisfaction (Z)	0.979	0.992			
Organizational Commitment (X3)	0.972	0.973	0.994		
Work Environment (X2)	0.969	0.968	0.969	0.997	
OCB (Y)	0.963	0.964	0.963	0.967	0.998

Source: SEM-PLS 4, 2024

In the Fornell-Larcker Criterion table, the correlation value between the Leadership variables is 0.990, Job Satisfaction is 0.992, Organizational Commitment is 0.994, Work Environment is 0.997, and OCB is 0.998. All variable correlation values with themselves meet the specified criteria.

d. Cross Loadings Test

Cross Loading testing was carried out with the aim of assessing the correlation between the indicators and the latent variables being measured (Hair et al., 2019).

Table 17. Cross Loading Test

	Leadership (X1)	Job Satisfaction (Z)	Organizational Commitment (X3)	Work Environment (X2)	OCB (Y)
X1.1	**0.893**	0.881	0.828	0.832	0.846
X1.2	**0.891**	0.856	0.874	0.852	0.890
X1.3	**0.885**	0.875	0.845	0.837	0.882
X1.4	**0.899**	0.850	0.864	0.854	0.853
X1.5	**0.922**	0.861	0.913	0.889	0.893
X2.1	0.830	0.816	0.818	**0.918**	0.823
X2.2	0.819	0.815	0.823	**0.877**	0.819
X2.3	0.826	0.860	0.828	**0.900**	0.850
X2.4	0.831	0.821	0.817	**0.897**	0.833
X2.5	0.886	0.877	0.917	**0.897**	0.904
X3.1	0.848	0.847	**0.876**	0.859	0.854
X3.2	0.821	0.843	**0.848**	0.809	0.823
X3.3	0.865	0.848	**0.860**	0.852	0.858
X3.4	0.856	0.873	**0.913**	0.880	0.894
X3.5	0.900	0.881	**0.914**	0.842	0.887
Y1	0.907	0.911	0.905	0.903	**0.932**
Y2	0.898	0.896	0.883	0.876	**0.911**
Y3	0.840	0.830	0.849	0.853	**0.858**

	Leadership (X1)	Job Satisfaction (Z)	Organizational Commitment (X3)	Work Environment (X2)	OCB (Y)
Y4	0.895	0.889	0.899	0.887	**0.923**
Y5	0.881	0.896	0.899	0.864	**0.910**
Z1	0.820	**0.919**	0.903	0.910	0.828
Z2	0.829	**0.882**	0.857	0.816	0.854
Z3	0.849	**0.874**	0.843	0.867	0.842
Z4	0.901	**0.914**	0.861	0.837	0.891
Z5	0.886	**0.919**	0.893	0.860	0.890

Source: SEM-PLS 4, 2024

Based on the evaluation of the cross-loading test in the correlation table, each indicator shows adequate correlation with its own variable. Thus, it can be concluded that the indicator data, including Leadership, Job Satisfaction, Organizational Commitment, Work Environment, and OCB in this research, have met all the criteria for the discriminant validity test.

e. Cronbach's Alpha Reliability Test

Reliability test data, which includes Cronbach's alpha value with a limit of 0.7, is used as a reference in assessing both Cronbach's values in factor analysis or construct validation (Ghozali & Latan, 2015).

Table 18. Cronbach's Alpha Test

	Cronbach's alpha
Leadership (X1)	0.934
Job Satisfaction (Z)	0.938
Organizational Commitment (X3)	0.929
Work Environment (X2)	0.940
OCB (Y)	0.946

Source: SEM-PLS 4, 2024

From the results of the Cronbach's alpha value test, it can be seen that all the results are above 0.7 according to the limits with a Leadership value of 0.934, Job Satisfaction 0.938, Organizational Commitment 0.929, Work Environment 0.940, and OCB 0.946.

f. Composite Reliability Test

Table 19. Composite Reliability Test

	Composite reliability (rho_c)
Leadership (X1)	0.950
Job Satisfaction (Z)	0.953
Organizational Commitment (X3)	0.946
Work Environment (X2)	0.954
OCB (Y)	0.959

Source: SEM-PLS 4, 2024

In Table 19 the results of the Cronbach's Alpha test show that the indicators and variables in this study meet the requirements for the reliability test with the limits recommended by (Ghozali & Latan, 2015), namely 0.7. The test results on the Outer Model (Initial Model) have been carried out, therefore the next analysis test is on the Inner Model (Final Model).

Inner Model (Final Model)

The next step in SEM-PLS analysis is evaluation of the Inner Model (Final Model). This stage aims to examine the influence of the relationship between the variables used and test hypotheses based on the significance of the values obtained.
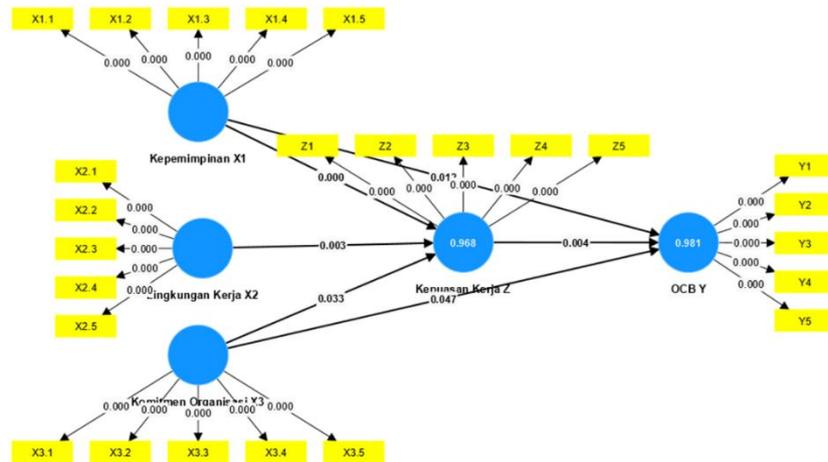
Figure 2. Inner Model Graph (Final Model)
Source: SEM-PLS 4, 2024

a. Evaluation of the Coefficient of Determination (R-square)

Evaluation of the R-square coefficient of determination (R2) aims to assess the extent to which the independent variable can explain the variations that occur in the dependent variable.

Table 20. Evaluation of the R-square Determination Coefficient

	R-square	R-square adjusted
Job Satisfaction (Z)	0.868	0.865
OCB (Y)	0.881	0.879

Source: SEM-PLS 4, 2024

Evaluation of the R-square coefficient of determination (R2) shows that the Job Satisfaction variable (Z) can be explained by 0.865 or 86.5% by Leadership (X1), Work Environment (X2), and Organizational Commitment (X3). This model is effective in explaining the factors that influence Job Satisfaction (Y), while around 13.5% of the remaining variation is influenced by other factors not included in the research, such as Employee Performance, Turn Over Intention, Compensation, Job Stress, and other variables in human resource management.

Furthermore, the R-square coefficient of determination value for the OCB variable (Y) can be explained by 0.879 or 87.9% by Leadership (X1), Work Environment (X2), and Organizational Commitment (X3). This model explains the factors that influence OCB (Y), while around 12.1% is influenced by other variables not included in the study.

b. Goodness of Fit Model

Table 21. Goodness of Fit Model

	Saturated models	Estimated model
SRMR	0.052	0.052
d_ULS	0.881	0.882
d_G	5,388	5,403
Chi-square	701,184	701,998
NFI	0.645	0.644

Source: SEM-PLS 4, 2024

The results of the Fit Model, the SRMR (Standardized Root Mean Square Residual) value must be <0.1. In this model the Saturated model value is 0.052 and the Estimated model is 0.052. Both SRMR values are smaller than 0.1 and close to zero, indicating that the Fit Model is suitable to support this research for further hypothesis testing.

Hypothesis testing

Hypothesis analysis in this research uses Total Coefficient to evaluate direct relationships between variables, as well as Specific Indirect Effects to evaluate indirect (intervening) relationships. Ghozali & Latan (2015) explained that the analysis was carried out on direct and indirect effects using the T-statistic (|O/STDEV|) and P-value. The T-statistic (|O/STDEV|) is used to measure how far the estimated Total Coefficient and Specific Indirect Effects (Original Sample, O) values differ from zero which is expected in the population.

The greater the T-statistic value, the stronger the statistical evidence supporting the effect. The P-value provides information regarding the statistical significance of the effect. The significance of the value (two-tailed) was tested with a significance level of 5% (0.05) and T-value > 1.96 (Ghozali & Latan, 2015). The following are the Total Coefficient results, namely:

Table 22. Total Coefficients Results

	Original sample (O)	T statistics (|O/STDEV|)	P values	Hypothesis
Leadership X1 -> Job Satisfaction Z	0.560	3,770	0,000	Accepted
Leadership X1 -> OCB Y	0.569	4,243	0,000	Accepted
Job Satisfaction Z -> OCB Y	0.379	2,919	0.004	Accepted
Organizational Commitment X3 -> Job Satisfaction Z	0.307	2,138	0.033	Accepted
Organizational Commitment X3 -> OCB Y	0.379	2,774	0.006	Accepted
X2 Work Environment -> Z Job Satisfaction	0.126	2,192	0.003	Accepted
Work Environment X2 -> OCB Y	0.048	2,006	0.003	Accepted

Source: SEM-PLS 4, 2024

Following are the Specific Indirect results *Effects ,*in this research are:

Table 23. Results of Specific Indirect Effects

	Original sample (O)	T statistics (|O/STDEV|)	P values	Hypothesis

Work Environment X2 -> Job Satisfaction Z -> OCB Y	0.048	2,006	0.014	Accepted
Leadership X1 -> Job Satisfaction Z -> OCB Y	0.212	2,663	0.008	Accepted
Organizational Commitment X3 -> Job Satisfaction Z -> OCB Y	0.117	2,606	0.008	Accepted

Source: SEM-PLS 4, 2024

The Influence of Leadership on Organizational Citizenship Behavior (OCB) at PT. Bank Sumut Tebing Tinggi Branch

From the previous Total Coefficients results, there is a positive and significant influence between Leadership on OCB at PT. Bank Sumut Tebing Tinggi Branch. With an Original sample value (O) of 0.569, T statistics ($|O/STDEV|$) 4.243, and P values of 0.000 (<0.05), with these results it is stated that the 1st Hypothesis is accepted. Leadership, according to Hasibuan (2017), is the way a leader influences the behavior of his subordinates to work together productively to achieve company goals. OCB, according to Organ (2018), is employee voluntary behavior outside of the main task that makes a positive contribution to the organization. Maharani & Aini's (2019) research results are in line with current research findings. That leadership has a positive and significant effect on OCB. The relationship between leadership and OCB creates a dynamic of mutual influence. Effective leadership can be a motivator for employees to engage in OCB, creating a harmonious and productive work environment. On the other hand, OCB can reflect good leadership qualities at PT. Bank Sumut Tebing Tinggi Branch.

The Influence of the Work Environment on Organizational Citizenship Behavior (OCB) at PT. Bank Sumut Tebing Tinggi Branch

From the Total Coefficients results, there is a positive and significant influence between the Work Environment and OCB at PT. Bank Sumut Tebing Tinggi Branch. With an Original sample value (O) of 0.048, T statistics ($|O/STDEV|$) 2.192, and P values of 0.003 (<0.05), the 2nd hypothesis is accepted. The work environment, as defined by Kustini et al. (2021), includes all factors around a worker that can influence the performance of their duties, including cleanliness, lighting, and other elements. On the other hand, Organizational Citizenship Behavior (OCB) is voluntary employee behavior that is not directly related to the reward system, but overall supports organizational efficiency and effectiveness (Busro, 2018). The research results are in accordance with Piyandini et al (2021), that the work environment has a positive and significant influence on OCB. The relationship between work environment and OCB can be explained as mutual influence. A positive work environment, with factors such as cleanliness and a good atmosphere, can encourage organizational citizenship behavior. On the other hand, high organizational citizenship behavior can also create a conducive work environment through employee voluntary contributions. This creates a positive cycle where a good work environment supports OCB, and vice versa, OCB can strengthen the quality of the work environment at PT. Bank Sumut Tebing Tinggi Branch.

The Influence of Organizational Commitment on Organizational Citizenship Behavior (OCB) at PT. Bank Sumut Tebing Tinggi Branch.

From the Total Coefficients results, there is a positive and significant influence between Organizational Commitment on OCB at PT. Bank Sumut Tebing Tinggi Branch. With an Original sample value (O) of 0.379, T statistics ($|O/STDEV|$) 2.774,

and P values of 0.006 (<0.05), the 3rd hypothesis is accepted. Organizational commitment, according to Judge & Robbins (2017), refers to a form of employee loyalty or allegiance to the organization where they work. On the other hand, Organizational Citizenship Behavior (OCB) is voluntary behavior carried out by employees outside of their main duties and makes a positive contribution to the organization (Organ, 2018). Piyandini at al (2021) conducted research, showing that Organizational Commitment has a positive and significant effect on OCB. The relationship between organizational commitment and OCB can be explained as follows: a high level of organizational commitment tends to encourage employees to contribute voluntarily to the organization. Employee loyalty and involvement with the organization creates additional motivation to participate in organizational citizenship behavior. Conversely, a low level of organizational commitment may reduce employee motivation to contribute voluntarily to PT. Bank Sumut Tebing Tinggi Branch.

The Influence of Job Satisfaction on Organizational Citizenship Behavior (OCB) at PT. Bank Sumut Tebing Tinggi Branch.

The Total Coefficients results show a positive and significant influence between Job Satisfaction and OCB at PT. Bank Sumut Tebing Tinggi Branch. With an Original sample value (O) of 0.379, T statistics ($|O/STDEV|$) 2.919, and P values of 0.004 (<0.05), these results indicate that the 4th hypothesis is accepted. Job satisfaction refers to employee satisfaction with their work, namely the extent to which employee expectations are met in the context of the job or organization (David, 2019). Organizational Citizenship Behavior (OCB) includes employee voluntary behavior that makes a positive contribution to the organization, even though it is not included in their main duties. These results are in accordance with research conducted by Setiani & Hidayat (2020) that job satisfaction has a positive and significant effect on OCB. The relationship between the two shows that employees who are satisfied with their jobs tend to show voluntary behavior that supports the organization, such as helping co-workers or contributing to operations at PT. Bank Sumut Tebing Tinggi Branch. High levels of job satisfaction can be a trigger for active participation in efforts that improve organizational citizenship and overall performance.

The Influence of Leadership on Job Satisfaction at PT. Bank Sumut Tebing Tinggi Branch

The Total Coefficients results show a positive and significant influence between Leadership and Job Satisfaction at PT. Bank Sumut Tebing Tinggi Branch. With an Original sample value (O) of 0.560, T statistics ($|O/STDEV|$) 3.770 and P values of 0.000 (<0.05), these results indicate that the 5th Hypothesis is accepted. Leadership, as explained by Suwatno & Priansa (2018), includes the ability to provide constructive influence on others to achieve planned goals. Job satisfaction, on the other hand, is the level of satisfaction felt by employees with their work. These results are in accordance with research by Maharani & Aini (2019), that leadership has a positive and significant effect on job satisfaction. The relationship between effective leadership and job satisfaction can be realized through the motivation, support and direction given by leaders to their subordinates, thereby creating an adequate and supportive work environment, which in turn can increase employee job satisfaction at PT. Bank Sumut Tebing Tinggi Branch.

The Influence of the Work Environment on Job Satisfaction at PT. Bank Sumut Tebing Tinggi Branch.

From the Total Coefficients results, there is a positive and significant influence between the Work Environment and Job Satisfaction at PT. Bank Sumut Tebing Tinggi Branch. With an Original sample value (O) of 0.126, T statistics ($|O/STDEV|$) 2.192 and P values of 0.003 (<0.05), in other words the 6th hypothesis is accepted. Sedarmayanti (2016) defines a work environment as a place that provides supporting facilities for various groups to achieve company goals in accordance with the company's vision and

mission. Previous research gave the same results that the work environment had a positive and significant effect on job satisfaction (Kustini et al, 2021). The influence of the work environment on job satisfaction can be explained through comfort, supporting facilities, and adequate working conditions which can influence employees' positive perceptions of the environment where they work. In other words, a good work environment can increase employee job satisfaction because it creates conditions that support employee productivity and welfare at PT. Bank Sumut Tebing Tinggi Branch.

The Influence of Organizational Commitment on Job Satisfaction at PT. Bank Sumut Tebing Tinggi Branch

From the Total Coefficients results, there is a positive and significant influence between Organizational Commitment on Job Satisfaction at PT. Bank Sumut Tebing Tinggi Branch. With an Original sample value (O) of 0.307, T statistics ($|O/STDEV|$) 2.138 and P values of 0.033 (<0.05), from these results it is known that the 7th hypothesis is accepted. These results are in line with Setiawan's (2020) research that organizational commitment has a positive and significant effect on job satisfaction. The relationship between organizational commitment and job satisfaction reflects a positive association where high individual commitment to the organization contributes to higher levels of satisfaction with the job. When employees feel emotionally connected and involved with the company's values, this can increase their satisfaction with their work at PT. Bank Sumut Tebing Tinggi Branch. Conversely, low levels of organizational commitment can have a negative impact on job satisfaction, because a lack of involvement and identification with the organization can make employees feel less satisfied with the work environment.

The Influence of Leadership on OCB through Job Satisfaction at PT. Bank Sumut Tebing Tinggi Branch

In the Specific Indirect Effects results, there is a positive and significant influence between Leadership on OCB through Job Satisfaction at PT. Bank Sumut Tebing Tinggi Branch. With an Original sample value (O) of 0.212, T statistics ($|O/STDEV|$) 2.663 and P values of 0.008 (<0.05), from these results it is known that the 8th hypothesis is accepted. Research by Maharani & Aini (2019) shows that leadership has a positive and significant influence on Organizational Citizenship Behavior (OCB) through job satisfaction in accordance with the results of current research. This means that when employees at PT. Bank Sumut Tebing Tinggi Branch is satisfied with its work, leadership can be an important factor that encourages positive organizational citizenship behavior.

The Influence of the Work Environment on OCB through Job Satisfaction at PT. Bank Sumut Tebing Tinggi Branch

In the Specific Indirect Effects results, there is a positive and significant influence between the Work Environment on OCB through Job Satisfaction at PT. Bank Sumut Tebing Tinggi Branch. With an Original sample value (O) of 0.048, T statistics ($|O/STDEV|$) 2.006 and P values of 0.014 (<0.05), from these results it is known that the 9th hypothesis is accepted. The research results of Muayanah et al (2017) are in line with the results of research carried out that there is a positive and significant influence between the Work Environment on OCB through Job Satisfaction. In other words, the quality of the work environment can influence employee job satisfaction at PT. Bank Sumut Tebing Tinggi Branch, which further contributes to positive organizational citizenship behavior, namely OCB.

The Influence of Organizational Commitment on OCB through Job Satisfaction at PT. Bank Sumut Tebing Tinggi Branch

In the final results of Specific Indirect Effects, there is a positive and significant influence between Organizational Commitment on OCB through Job Satisfaction at PT. Bank Sumut Tebing Tinggi Branch. With an Original sample value (O) of 0.117, T

statistics (|O/STDEV|) 2.606 and P values of 0.008 (<0.05), these results provide the final statement that the 10th hypothesis is accepted. The results are the same as previous research conducted by Muayanah et al (2017) that there is a positive and significant influence between Organizational Commitment on OCB through Job Satisfaction. In other words, the high level of organizational commitment at PT. Bank Sumut Tebing Tinggi Branch can contribute to increasing employee job satisfaction, which then has a positive impact on OCB.

From the results of the highest Total Coefficients, namely the direct influence of Leadership on OCB, it shows the highest influence with a T statistics value of 4.243, indicating a strong influence in influencing Organizational Citizenship Behavior (OCB). Furthermore, the Work Environment variable on OCB has the lowest influence with a T statistics value of 2.006.

Furthermore, the highest influence is from the Specific Indirect Effects results, that the influence of Leadership on OCB through Job Satisfaction shows the highest influence with an Original Sample (O) value of 0.212 and T statistics (|O/STDEV|) of 2.663. The lowest influence of the indirect influence is the Work Environment on OCB through Job Satisfaction which has the lowest influence with an Original Sample (O) value of 0.048 and T statistics (|O/STDEV|) of 2.006.

CONCLUSION

The following will describe the conclusions of the research carried out as follows

a. Leadership has a positive and significant effect on OCB at PT. Bank Sumut Tebing Tinggi Branch.
b. The work environment has a positive and significant effect on OCB at PT. Bank Sumut Tebing Tinggi Branch.
c. Organizational Commitment has a positive and significant effect on OCB at PT. Bank Sumut Tebing Tinggi Branch.
d. There is a positive and significant influence on Job Satisfaction on OCB at PT. Bank Sumut Tebing Tinggi Branch.
e. Leadership has a positive and significant effect on Job Satisfaction at PT. Bank Sumut Tebing Tinggi Branch.
f. The work environment has a positive and significant effect on job satisfaction at PT. Bank Sumut Tebing Tinggi Branch.
g. Organizational Commitment has a positive and significant effect on Job Satisfaction at PT. Bank Sumut Tebing Tinggi Branch.
h. Leadership has a positive and significant effect on OCB through Job Satisfaction at PT. Bank Sumut Tebing Tinggi Branch.
i. Work Environment has a positive and significant effect on OCB through Job Satisfaction at PT. Bank Sumut Tebing Tinggi Branch.
j. Organizational Commitment has a positive and significant effect on OCB through Job Satisfaction at PT. Bank Sumut Tebing Tinggi Branch.

Suggestion

a. PT. Bank Sumut should focus on developing leadership skills to increase the effectiveness of leaders in motivating employees and creating a harmonious work environment. Because of the direct influence that the leadership factor has onPT. Bank Sumut Tebing Tinggi Branch has a big influence on employee involvement and their contribution to Organizational Citizenship Behavior (OCB).
b. Optimization of the work environment inPT. Bank Sumut Tebing Tinggi Branch. It is necessary to pay attention to and improve factors in the work environment such as cleanliness, lighting and other aspects to create more conducive working conditions.
c. In strengthening organizational commitment inPT. Bank Sumut Tebing Tinggi Branch, PT. North Sumatra Bankthe need to build and strengthen organizational

commitment among employees can increase overall job satisfaction, such as implementing programs aimed at increasing job satisfaction can have a positive impact on employee engagement and their contribution to Organizational Citizenship Behavior (OCB).

d. Periodic evaluation process of the work environment, leadership and organizational commitment inPT. Bank Sumut Tebing Tinggi Branch, needs to be done to identify areas that need further improvement and development.

e. Further research should add several other variables such as compensation, work stress, intention to leave and variables related to human resource management, because there is a lot of room to explore better research.

f. Suggestions for further research include adding variables such as compensation, job stress, and intention to leave, as well as factors related to human resource management, to explore their influence on job satisfaction and organizational citizenship behavior; suggestions also involve demographic analysis, mediation and moderation models, as well as the use of advanced research methods, with the aim of providing valuable contributions to academics and human resource management practitioners at the Master of Management Study Program at Panca Budi Development University.

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