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**The Determinants of Organizational Citizenship Behavior  
(Case Study of Government Offices in Indonesia)**

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**Abstract**

This study aims to investigate factors affecting organizational citizenship behavior ( OCB ) in government offices in Indonesia , based on phenomenon that there is the jobs should have been undertaken in together only resting on one person only so that in order to make the performance of the job can be settled by quickly and correctly to becoming an obstacle the main. In this research the sample of the used was 44 civil servants and techniques used in the sample collection is the method census based on distribution the questionnaire with the methods data analysis uses the quantitative using software smartPLS.3 .The results of the study explained that behavior altruism civil servants is still low hence required style leadership that could provide motivation intrinsic impact on improving the OCB and influential also on the performance of civil servants .

**Keywords:** Leadershi Style, Organizational Citizenship Behavior, Intrinsic Motivation

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**I. Introduction**

A person's goal in working is not only to make money to fulfill their daily needs, but also to seek fulfillment of job satisfaction that can be known by comparing the results of work with what is expected. But in reality there are still many found in the environment of civil servants in Indonesia who work only to fulfill the essence of tasks and responsibilities, namely to carry out the function of service, development and empowerment to the community that has not been able to meet the expectations of the community which illustrates a low level of professionalism the low level of reliability, assurance, empathy and responsiveness , lacks integrity, and performance is still low. Based on this phenomenon, it is necessary for civil servants who want voluntarily without expecting remuneration that is able to help friends in completing work . [1] defines an Organizational Citizenship Behavior (O CB ) as individual behavior that is free, and does not directly get an award from a formal reward system, but overall can improve the efficiency and effectiveness of organizational functions. The results of the [2] research have significant influence between contract psychology, organizational commitment, and job satisfaction with expectations of the organization. It is suspected that there is a significant influence between expectations of the organization directly towards OCB

**II. Literature Review**

***Organizational Citizenship Behavior (OCB)***

There are several definitions of OCB proposed by experts, one of them by [3] in his book *Organizational Behavior* which defines OCB as a choice behavior that is not part of an employee's formal work obligations, but supports the functioning of the organization effectively. Another opinion regarding the notion of OCB was put forward by [4]. He explained that OCB is voluntary behavior from a worker to want to do a task or work outside of his responsibilities or obligations for the progress or profit of his organization .

According to [5] explain that OCB is the behavior of employees who practice additional roles and show their contribution to the organization beyond the role of its specifications in work. According to them too, and k eikutsertaan willingness to venture beyond the formal responsibility in the organization is something that is effective to improve the functioning of an organization.

From the definitions of several experts above, it can be concluded that OCB is a form of behavior or employee contribution that is not a formal work obligation, which has 5 (five) primary dimensions namely *Alturism , Courtesy , Civic Virtue , Conscientiousness , Sportmanship*.

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### **Leadership Style**

According to [6] states that leadership is a combination of characteristics and skills are required for m empengaruhi others to achieve a common goal .Kepemimpinan According to[7] is defined as the ability to influence others in getting things done. This reflects a relationship behavior change the motives, beliefs, values, and abilities so that the interests and personal goals of the followers can be aligned with the vision and goals of the organization . According to[8] Factors that influence leadership style are emotional intelligence. Emotional intelligence can be defined as the ability to assess and express the emotions of self and others as a way to facilitate thought, knowledge and emotional and intellectual growth.

So it can be concluded that leadership style is the ability to foster cooperation and good relations and is able to finish work effectively in delegating tasks and authority and having participatory abilities.

### **Intrinsic Motivation**

Work motivation is the morale that exists in employees that makes these employees can work to achieve certain goals [9]. As for those included in intrinsic factors according to [10], among others:

- a. Achievement (Achievement), the size of the possibility of employees getting work performance or a high level of achievement.
- b. Promotion (Promotion), the size of the opportunity for employees to advance their careers.
- c. Recognition from others (Recognition), the size of the recognition given to employees for the performance achieved.
- d. The work itself (Work itself), the size of the challenge and the satisfaction felt by employees from their jobs.

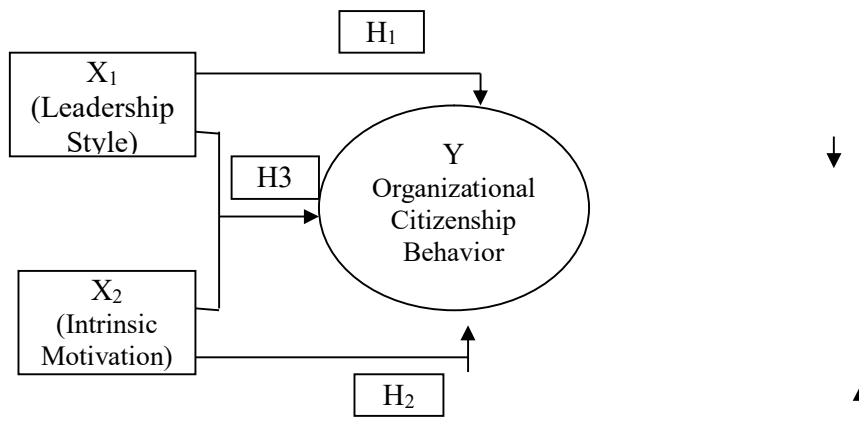
According to [9] there are three elements in work motivation and the three elements are: direction of behavior, level of effort, level of persistence. Some behaviors refer to the behavior that employees choose to show of the many potential behaviors they can show. The level of effort is not enough for organizations to motivate their employees to show behavior to function for the company, the organization must also motivate they work hard in this behavior. persistence level: when facing obstacles, dead ends, and stone walls, one's abilities keep trying to show his chosen behavior well.

Based on the definition of the experts above, it can be concluded that Intrinsic Motivation is the direction of behavior and level of business and the level of persistence to improve the work results that are not good and complete the work in accordance with the standards of the organization.

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To explain the framework of this research can be seen in Figure 1 below:

Figure.1. Frame Work



**Hypothesis:**

H<sub>1</sub> : There is a Leadership Style influence on OCB

H<sub>2</sub> : There is an influence of Intrinsic Motivation on OCB

H<sub>3</sub> : There is an influence of Leadership Style and Intrinsic Motivation on OCB

**III. Methodology**

**Research methods**

This research uses descriptive research and explanatory research. Descriptive research is research that explains or gives exposure to the variables studied and variable dependence on the sub-variables ,[11]. Explanatory research is research that proves the existence of cause and effect and relationships that influence or are influenced by two or more variables studied, [11].

**Population and Sample**

The population in this study are permanent civil servants who come from the Regional Finance Agency in the government in Indonesia . The total number of samples in this study is as little as 44 people.

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### **T test**

The t test aims to determine the significance of the influence of independent variables on the dependent variable individually and assume that other dependents are constant. In this study, the t test was conducted to examine the effect of Leadership Style ( $X_1$ ) on OCB (Y). And the influence of Leadership Style ( $X_2$ ) on OCB (Y).

### **Test F**

This test is conducted to determine whether all independent variables have the same effect on the dependent variable. To prove the truth of the hypothesis used the F distribution test by comparing between the calculated F values with F tables.

### **Coefficient of determination ( $R^2$ )**

This coefficient value shows how much the percentage variation of the independent variable used in the model is able to explain the variation of the dependent variable

## **VI. Result and Discussion**

### **T Test Results Variable Leadership Style for OCB**

Based on regression calculations, obtained  $t_{count}$  for leadership style variables of 2.331. The  $t_{count}$  is then compared to the  $t_{table}$ , which is sought at  $\alpha = 5\%: 2 = 2.5\%$  (2-sided test) with degrees of freedom (df)  $nk-1$  or  $44-2-1$ , where  $n$  is the number of samples and  $k$  is the number of independent variables. Based on these calculations, obtained  $t_{table}$  of 1.6828, thus  $t_{count} > t_{table}$ . In addition, hypothesis testing can also be done by looking at the significance of the  $t_{test}$ , where  $H_0$  is rejected and  $H_a$  is accepted if the significance is smaller than 0.05. Significance in the t test of job satisfaction variable is 0.025, thus smaller than 0.05. Conclusions that can be taken,  $H_0$  is rejected and  $H_a$  is accepted. The hypothesis is that leadership style has a significant influence on OCB.

### **T-Test Results of Intrinsic Motivation Variables Against OCB**

Based on regression calculation, obtained  $t_{hitung}$  to variabel intrinsic motivation by 1.765. The value of  $t_{count}$  is then compared with the value of  $t_{table}$ , which is sought at  $\alpha = 5\%: 2.5\%$  (2-sided test) with degrees of freedom (df)  $nk-1$  or  $59-2-1$ , where  $n$  is the number of samples and  $k$  is the number of independent variables. Based on these calculations, obtained  $t_{table}$  1.6828, thus  $t_{count} > t_{table}$ . Hypothesis testing can also be done by looking at the significance of the t test, where  $H_0$  is rejected and  $H_a$  is accepted if the significance is smaller than 0.05. Significance in the t test of organizational climate variables is 0.085, thus greater than 0.05. Conclusions that can be taken,  $H_0$

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is rejected and  $H_a$  is accepted which means intrinsic motivation does not have a significant effect on OCB.

### Results of the Leadership Style and Intrinsic Motivation Test on OCB

Based on regression calculations, obtained  $F_{count}$  of 11.655. The calculated  $F_{value}$  is then compared with the  $F_{table}$  value, which is searched with a 95% confidence level,  $\alpha = 5\%$  with df 1 (number of I-1 variants) or  $3-1 = 2$ , and df 2 ( $nk-1$ ) or  $59-2-1$ . Based on these calculations, obtained  $F_{table}$  is 3.23, thus  $F_{count} > F_{table}$ . Significance in the F test is 0.000<sup>b</sup>, thus smaller than 0.05. Conclusions that can be taken,  $H_0$  is rejected and  $H_a$  is accepted. The conclusion is that leadership style and intrinsic motivation together have an influence on OCB.

### Results of Determination Analysis

Based on regression calculations, the value of  $R^2$  listed is 0.426. This means that the variable of leadership style and intrinsic motivation and simultaneously have an influence on the percentage contribution of OCB variable by 42.6%. The rest 57.4% is influenced by other variables not involved in the multiple linear regression equation model.

## V. Conclusion

The results of the study point out that OCB is influenced by leadership style with the indicator of the ability of leaders to foster cooperation and good relations with employee, therefore, to establish OCB yourself civil servants in Indonesia is very influenced by the leadership, especially in leadership style that can foster cooperation and relations good with civil servants in a professional manner.

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