


**IMPLEMENTATION OF ORGANIZATIONAL COMMITMENT AND LEADERSHIP BEHAVIOR ON PERFORMANCE IN EDUCATION PERSONNEL STAFF; THE ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR MEDIATION**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 10 March 2023</p> <p><b>Accepted</b> 06 June 2023</p>	<p><b>Purpose:</b> This research was conducted to determine and analyze the role of organizational commitment, leadership behavior, and organizational citizenship behavior (OCB) on performance. Including the role of OCB mediating the relationship between organizational commitment, and leadership behavior on performance.</p> <p><b>Theoretical framework:</b> The research was constructed by placing leadership behavior, organizational commitment, and OCB as independent variables (X) to be tested for their effect on performance (Y). The model was then developed by placing OCB as a mediation (Z) between leadership behavior and organizational commitment to performance.</p> <p><b>Design/methodology/approach:</b> The research uses a quantitative approach by taking the subject (sample) of the education staff at the Kendari State Islamic Institute. The research sample took all of the educational staff at the Kendari State Islamic Institute with a total of 121 people. Data collection directly provides a questionnaire to be answered. The collected data is then processed with SEM-PLS Ver, 3.</p> <p><b>Findings:</b> It was found that organizational commitment can play a good role (positive and significant) in OCB and performance. Leadership behavior has a direct impact on OCB, and on performance. Likewise, OCB has a positive and significant effect on performance. OCB mediates the influence between organizational commitment on performance, and between leadership behavior on performance. Organizational commitment to OCB, OCB to performance, and leadership behavior towards OCB are consistent enough that they are "saturated" to be reconstructed.</p> <p><b>Research, Practical &amp; Social implications:</b> Treatment needs to be given to increase their loyalty to the institution, such as guaranteeing career development. Superiors (leaders) can focus more on achieving work results and can periodically evaluate or monitor the level of task achievement. Organizations to focus on increasing tolerance from existing education staff and a sense of togetherness in work units.</p> <p><b>Originality/value:</b> Testing leadership behavior on OCB and performance, and the mediating role of OCB in influencing leadership behavior on performance in religious (spiritual) based higher education institution education staff.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i6.2310">https://doi.org/10.26668/businessreview/2023.v8i6.2310</a></p>
<p><b>Keywords:</b></p> <p>Organizational Commitment; Leadership Behavior; Organizational Citizenship; Behavior; Performance.</p> <div data-bbox="172 1025 475 1272" data-label="Image">  </div>	

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## IMPLEMENTAÇÃO DO COMPROMETIMENTO ORGANIZACIONAL E DO COMPORTAMENTO DE LIDERANÇA NO DESEMPENHO DOS FUNCIONÁRIOS DA ÁREA DE EDUCAÇÃO; O PAPEL DA MEDIAÇÃO DO COMPORTAMENTO DE CIDADANIA ORGANIZACIONAL

### RESUMO

**Objetivo:** Esta pesquisa foi realizada para determinar e analisar o papel do comprometimento organizacional, do comportamento de liderança e do comportamento de cidadania organizacional (CCO) no desempenho. Incluindo o papel do CCO como mediador da relação entre o comprometimento organizacional e o comportamento de liderança no desempenho.

**Estrutura teórica:** A pesquisa foi construída colocando o comportamento de liderança, o comprometimento organizacional e o CCO como variáveis independentes (X) a serem testadas quanto ao seu efeito no desempenho (Y). O modelo foi então desenvolvido colocando a CCO como mediação (Z) entre o comportamento de liderança e o comprometimento organizacional com o desempenho.

**Projeto/metodologia/abordagem:** A pesquisa usa uma abordagem quantitativa, tomando como objeto (amostra) a equipe de educação do Kendari State Islamic Institute. A amostra da pesquisa foi composta por toda a equipe educacional do Kendari State Islamic Institute, com um total de 121 pessoas. A coleta de dados fornece diretamente um questionário a ser respondido. Os dados coletados são então processados com o SEM-PLS Ver, 3.

**Resultados:** Constatou-se que o comprometimento organizacional pode desempenhar um bom papel (positivo e significativo) na OCB e no desempenho. O comportamento da liderança tem um impacto direto sobre a CCO e o desempenho. Da mesma forma, a CCO tem um efeito positivo e significativo sobre o desempenho. A CCO é mediadora da influência entre o comprometimento organizacional e o desempenho e entre o comportamento de liderança e o desempenho. O comprometimento organizacional com a CCO, a CCO com o desempenho e o comportamento de liderança em relação à CCO são consistentes o suficiente para serem "saturados" para serem reconstruídos.

**Implicações sociais, práticas e de pesquisa:** É preciso dar tratamento para aumentar a lealdade dos funcionários à instituição, como garantir o desenvolvimento da carreira. Os superiores (líderes) podem se concentrar mais na obtenção de resultados de trabalho e podem avaliar ou monitorar periodicamente o nível de realização das tarefas. As organizações devem se concentrar em aumentar a tolerância da equipe de educação existente e um senso de união nas unidades de trabalho.

**Originalidade/valor:** Testar o comportamento da liderança sobre a CCO e o desempenho, e o papel mediador da CCO na influência do comportamento da liderança sobre o desempenho da equipe educacional de uma instituição de ensino superior de base religiosa (espiritual).

**Palavras-chave:** Comprometimento Organizacional, Comportamento de Liderança, Comportamento de Cidadania Organizacional, Desempenho.

## APLICACIÓN DEL COMPROMISO ORGANIZACIONAL Y EL COMPORTAMIENTO DE LIDERAZGO EN EL DESEMPEÑO DE LOS EMPLEADOS DE LA EDUCACIÓN; EL PAPEL DE LA MEDIACIÓN DEL COMPORTAMIENTO DE CIUDADANÍA ORGANIZACIONAL

### RESUMEN

**Propósito:** Esta investigación se llevó a cabo para determinar y analizar el papel del compromiso organizacional, el comportamiento de liderazgo y el comportamiento de ciudadanía organizacional (CCO) en el rendimiento. Incluyendo el papel del OCB como mediador de la relación entre el compromiso organizacional y el comportamiento de liderazgo sobre el desempeño.

**Marco teórico:** La investigación se construyó situando el comportamiento de liderazgo, el compromiso organizativo y el CCO como variables independientes (X) para comprobar su efecto sobre el rendimiento (Y). A continuación, el modelo se desarrolló colocando el CCO como mediación (Z) entre el comportamiento de liderazgo y el compromiso organizativo con el rendimiento.

**Diseño/metodología/enfoque:** La investigación utiliza un enfoque cuantitativo, tomando como objeto (muestra) al personal educativo del Instituto Islámico Estatal de Kendari. La muestra de la investigación consistió en todo el equipo educativo del Instituto Islámico Estatal de Kendari, con un total de 121 personas. La recogida de datos se realiza directamente mediante un cuestionario que hay que responder. A continuación, los datos recogidos se procesan con SEM-PLS Ver, 3.

**Resultados:** Se encontró que el compromiso organizacional puede desempeñar un buen papel (positivo y significativo) en OCB y el rendimiento. El comportamiento de liderazgo tiene un impacto directo en el OCB y el rendimiento. Del mismo modo, el OCB tiene un efecto positivo y significativo en el rendimiento. El CCO media la influencia entre el compromiso organizativo y el rendimiento y entre el comportamiento de liderazgo y el

rendimiento. El compromiso organizativo hacia el CCO, el CCO hacia el rendimiento y el comportamiento de liderazgo hacia el CCO son lo suficientemente consistentes como para estar "saturados" y poder ser reconstruidos. **Implicaciones sociales, prácticas y de investigación:** Es necesario dar un tratamiento para aumentar la lealtad de los empleados a la institución, como garantizar el desarrollo profesional. Los superiores (líderes) pueden centrarse más en la consecución de resultados laborales y pueden evaluar o supervisar periódicamente el nivel de cumplimiento de las tareas. Las organizaciones deben centrarse en aumentar la tolerancia del personal educativo existente y el sentimiento de unidad en las unidades de trabajo.

**Originalidad/valor:** Poner a prueba el comportamiento de liderazgo sobre el CCO y el rendimiento, y el papel mediador del CCO en la influencia del comportamiento de liderazgo sobre el rendimiento del personal educativo en una institución de enseñanza superior de base religiosa (espiritual).

**Palabras clave:** Compromiso Organizacional, Comportamiento de Liderazgo, Comportamiento de Ciudadanía Organizacional, Desempeño.

## INTRODUCTION

Events that often occur in the process of processing human resources in several organizations are related to the performance of employees in the organization. If the human resources owned by the organization have poor performance, the organization will experience a decline Al-Jubouri, (2023). Employee performance affects how much employees contribute to the organization (Mathis & Jackson, 2011; and Daft, 2010). Therefore organizational goals can be achieved if supported by qualified human resources.

One of the indicators of quality human resources and behavior can be seen from the performance of employees as indicated by effective, efficient, productive, and high-integrity work behavior. Management efforts in general are also directed to find out what factors influence it. Based on this theory, performance is the result caused by several input aspects such as leadership and process aspects which include commitment and organizational citizenship behavior. From this theory, several things can be identified that lead to an increase in employee performance.

Efforts to support performance, one of which is the concern of individual behavior, is in accordance with the view of Organ (1988) which suggests Organizational Citizenship Behavior is extra individual behavior, which is not directly or explicitly recognizable in a formal work system, and which quickly able to improve the effectiveness of organizational functions. Organ (1988) states that organizational citizenship behavior is very useful and important to note because there is an interest in OCB with organizational effectiveness (Brahmana & Sofyandi, 2007). Employees who voluntarily share information and share new ideas will encourage innovative behavior. Employees who voluntarily maintain the organizational property, for example, turning off computers when they are not in use anymore

and not using office telephones for private conversations, will help the organization achieve cost efficiency and achieve goals effectively.

In addition, one of the factors that can improve employee performance is organizational commitment. Employee commitment (organizational commitment) will provide support in an effort to maximize the abilities possessed by employees in an effort to increase performance achievement. The organizational commitment that is carried out properly will always be responsible for the work carried out (Wibowo, 2016).

Another important element that needs to be considered in the organization is leadership behavior. Achieving an organizational goal is inseparable from the intervention of organizational leaders because leadership is the most important element in making a decision (Salman et al., 2023). The success of a leader can transform his subordinates through task-related behavioral orientations, creating work relationships to researching changes and developments that occur. Leadership behavior is a leadership style that includes organizational change efforts, leaders create a good vision and environment for employees (Efendi, 2015).

The study by Titisari et al., (2020) reports that organizational commitment has a significant effect on performance. Likewise, leadership also has a significant influence on performance. Further Titisari, that organizational commitment and leadership have a significant effect on organizational citizenship behavior (OCB). This means that organizational commitment and leadership behavior contribute to the formation of organizational citizenship behavior. This study is supported by (Grego-Planer, 2019); and Cobbinah et al., (2020) that organizational commitment has contributed to changes in existing organizational citizenship behavior. This means that the role of commitment is very good in creating work behaviors expected by the organization.

On the other hand, there is also research that finds contradictory results, such as (Pramesty et al., 2020) finding that organizational commitment has no significant effect on organizational citizenship behavior and performance. Then Abdullahi (2020) also found that the role of leadership behavior cannot influence the creation of organizational citizenship behavior. Further findings from Donkor et al., (2021); and Khassawneh & Elrehail, (2022) concluded that leadership behavior cannot affect the performance produced by employees in the organization. Rembet *et al.*, (2020) concluded that OCB has no effect on performance.

Development of relevant conceptual models such as Sunatar, (2022); Qalati et al., (2022); Marmosa, (2022); Zamin & Hussin, (2021); Howladar & Rahman, (2021); Sholikhah & Prastiwi, (2020); Desky et al., (2020); Colquitt *et al.*, (2018); (Saleem & Amin, 2013)

generally show mixed results (some reject and accept the latest studies mentioned above). Both implicitly and explicitly suggest further investigation by taking another subject (organization). Then there is an emphasis for future studies to develop on leadership behavior specifically. Lastly is the use of mediating variables in reflecting on the relationship between leadership and organizational commitment to performance.

The latest analysis using mediating variables is organizational citizenship behavior (OCB) in strengthening or conditioning the indirect relationship between leadership and organizational commitment to performance as carried out by Qalati et al., (2022); and Titisari et al., (2020). Qalati's study found that organizational citizenship behavior can not only increase performance, but at the same time, it can mediate organizational commitment to performance. Titisari et al., (2020), concluded that OCB is able to mediate the influence between leadership and organizational commitment on performance.

The review of previous studies above succeeded in revealing the position of future studies (research suggestions and the void variables constructed) as the *state of the art* of this research. The research position referred to is further investigation of the same model by developing leadership behavior variables and the use of organizational citizenship behavior (OCB) mediating variables on the relationship between leadership behavior along with an organizational commitment to performance. The second position is to take a different subject that has not been done by previous researchers, in this study there are educational staff in higher education organizations. This second study position also represents the originality of the research.

Intake (purposively) of the subject (sample) of the study of educational staff in higher education organizations, namely the Kendari State Islamic Institute is based on several considerations. The first is the State Islamic Institute as an organization based on spiritual development, which is strengthened by the organizational mission of "Becoming a Center for the Development of Transdisciplinary Islamic Studies in the Asian Region in 2045". One of the outputs of this vision is "to produce students who master Islamic sciences in a transdisciplinary manner". Second, besides being supported by the quality of teaching staff (lecturers), the organizational goals (mission) are also important, namely the role of education staff (service staff) or often referred to as non-educational staff. The road map for the development of the Kendari State Islamic Institute also focuses on the ability of education staff as a basis for service quality, because the organization continues to make innovative efforts in order to prepare education staff to be able and adaptable to change, able to face future challenges, namely by

providing training and development according to the needs or field of work. This is intended to build better organizational performance and have a competitive advantage. Equally important is career development for those with good performance (achievement) in the service.

The results of the preliminary research (observation), the researcher found several practices (behaviors) especially related to organizational commitment and OCB which could have (bad) implications for performance. The reality in question is that there are some education staff who still lack responsibility, such as (sometimes) leaving their jobs, some of them are even late and don't take part in morning activities. Another case is among employees leaving working hours to take care of personal needs. In addition, individually the education staff pays little attention to their co-workers who do more work than themselves. Employees who have finished their work usually prefer to be in the cafeteria or elsewhere rather than helping their colleagues who have not finished their work. In addition, there are still employees who are in the food stall when working hours are not finished or it is not time to rest. According to researchers, this violates the rules and ethics of an employee. In relation to this fact, throughout the implementation Observations have not obtained the firmness of the leadership (leadership role) in responding to this. In the opinion of researchers, it is important for a leader to take a stand in overcoming these violations.

Departing from the facts and gaps or gaps (both research, theory, and empirical), the research reconstructs the subject matter relationship (variables), namely the role of leadership behavior, and organizational commitment, to organizational citizenship behavior (OCB) and performance, while placing OCB as mediating variable. This study reviews (as well as research objectives) the role of organizational commitment, leadership behavior, and organizational citizenship behavior (OCB) on performance. Including the role of OCB in mediating the relationship between organizational commitment, and leadership behavior on performance. The theoretical research (novelty) examines leadership behavior towards OCB and performance, as well as the mediating role of OCB in influencing leadership behavior towards performance in religion-based (spiritual) tertiary education staff. Practically it is useful for organizations in efforts to (treat) employee (staff) loyalty to institutions (useful for career development), at the same time for superiors (leaders) can focus more on achieving work results and can periodically evaluate or monitor the level of task achievement. Another thing that is no less important is how an organization can focus on increasing tolerance from existing education staff and a sense of togetherness in the work unit.

## LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

Revealing the performance of organizations in this study departs from the theory of organizational behavior which is the grand theory or general theory that forms the basis of this research. This theory has three important parts, namely input, process, and output (Robbins & Judge, 2011). In the input or input component, there are variables related to leadership. This shows that leadership or one's leadership behavior in an organization is one of the basic factors that will influence various matters relating to the process that will occur next. At the organizational level, what is provided by the organization is also able to influence several variables related to the processes carried out by individuals, groups, and organizations.

Robbins & Coulter, (2010) state that organizational commitment is clearly related to organizational citizenship behavior. Findings from Howladar & Rahman, (2021) also state that organizational commitment has a positive and significant influence on employee performance produced within an organization. Sholikhah & Prastiwi, (2020) also state the same thing that there is a positive and significant influence between organizational commitment on organizational citizenship behavior. Based on this, the hypothesis in this study can be formulated as follows:

*H1: Organizational commitment has a positive and significant effect on organizational citizenship behavior*

Mowday *et al.*, (1982) in Cobbinah *et al.*, (2020); Desky *et al.*, (2020); Donkor *et al.*, (2021); Grego-Planer, (2019); Sholikhah & Prastiwi, (2020); and Pramesty *et al.*, (2020) showed that committed employees are more likely to put in their best effort, which in turn results in better job performance, meaning that a lack of commitment from employees can harm the organization, resulting in poorer performance arising from offering services that lower costs and higher costs Siders *et al.*, (2001). Research conducted by Titisari *et al.*, (2020) revealed that organizational commitment can influence the increase in performance produced by an employee in the organization. Cobbinah *et al.*, (2020) also concluded in their research that organizational commitment has a positive and significant effect on performance. Furthermore Donkor *et al.*, (2021); and Hasddin, (2021) also stated the same thing that organizational commitment has a significant effect on improving the performance of members in the organization. Based on this, the hypothesis in this study can be formulated as follows:

*H2: Organizational commitment has a positive and significant effect on performance.*

According to Aldag & Reschke, (2012) that organizational citizenship behavior appears in employees because of good and pleasant leadership. Leaders are considered role models in

cares for and respects the welfare of others; subordinates imitate their leader's behavior by being concerned about their co-workers and their organization (Frisch & Huppenbauer, 2014). Podsakoff et al., (1990) stated that leadership behavior influences subordinates to produce performance that exceeds what should or exceeds the minimum level required by the organization. Marmosa, (2022) also stated the same thing that leadership plays an important role in the actions of employees in an organization including in improving OCB work behavior. Pramesty et al., (2020) concluded in their research that leadership behavior has a positive and significant effect on organizational citizenship behavior. Based on this, the hypothesis in this study can be formulated as follows:

*H3: Leadership behavior has a positive and significant effect on organizational citizenship behavior.*

Luthan, (2006) in Rapiuddin et al., (2021) states that leadership brings conditions towards high performance in organizations that face demands for renewal and change. Qalati et al., (2022) in their research concluded that leadership behavior is able to positively and significantly influence the performance produced by employees. Furthermore, Titisari et al., (2020) also explained that good leadership behavior applied in an organization will have an impact on the good performance provided by employees. Zamin & Hussin, (2021); and (Rapiuddin et al., 2021) also concluded that leadership can have a positive and significant influence on performance. Based on this, the hypothesis in this study can be formulated as follows:

*H4: Leadership behavior has a positive and significant effect on performance.*

Qalati et al., (2022) concluded in their research that organizational citizenship behavior has a positive and significant effect on employee performance. Titisari et al., (2020) also explained that OCB behavior in employees will help them achieve work goals and ultimately improve their performance significantly. Research from Cobbinah et al., (2020) also states that one of the reasons for the increase in performance is organizational citizenship behavior. Furthermore, Desky et al., (2020) also concluded similarly that organizational citizenship behavior has a positive and significant effect on performance. Based on this, the hypothesis in this study can be formulated as follows:

*H5: Organizational citizenship behavior has a positive and significant effect on performance.*

Organizational citizenship behavior is one of the behaviors expected of employees in an organization. This behavior can arise from a strong attachment from existing employees. This



OCB behavior can be a strong driver of employee engagement in work and will ultimately lead them to achieve the expected work results. Research by Cobbinah et al., (2020) concluded that organizational citizenship behavior is a strong bridge for employees who have a high commitment to improving the performance produced in their work units.

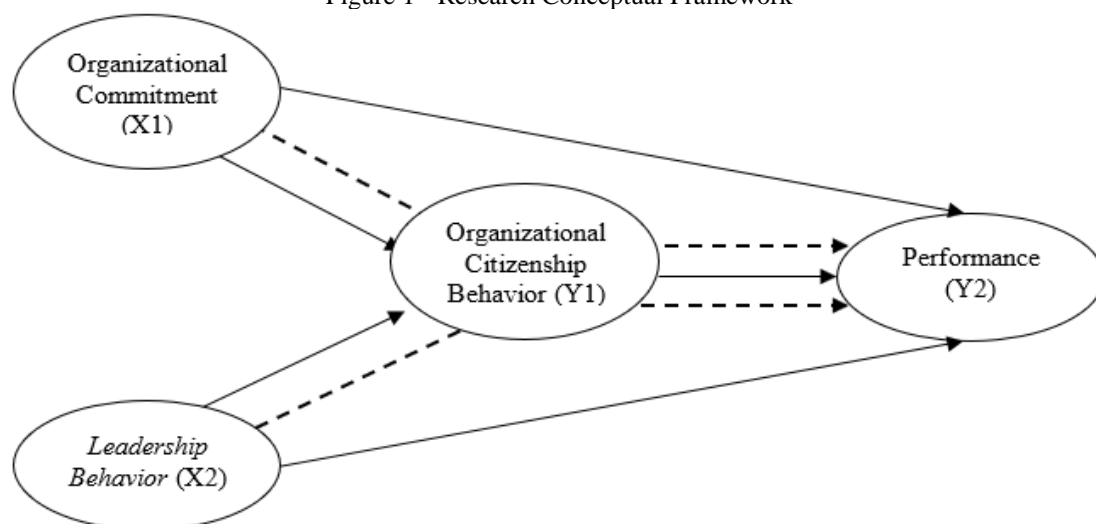
Leadership behavior is a leadership style that focuses not on the traits or characteristics of the leader but on the actions of interactions with the people around him and with a group of people/subordinates. Good leadership behavior will make employees comfortable at work, so as to create an extra role for these employees which then affects performance. Qalati et al., (2022) in his research concluded that organizational citizenship behavior can be a mediation that strengthens the role of leadership behavior in creating performance produced by employees in a work unit. Another finding from Sunatar, (2022) also concluded that leadership behavior has a positive and significant influence on performance mediated by organizational citizenship behavior. Based on this, the hypothesis in this study can be formulated as follows:

*H6: Organizational citizenship behavior mediates the effect of organizational commitment on performance.*

*H7: Organizational citizenship behavior mediates the effect of leadership behavior on performance.*

The complete research conceptual framework is presented in Figure 1 below,

Figure 1 - Research Conceptual Framework



Source: Prepared by the authors (2023)

## MATERIALS AND METHODS

This study uses a quantitative research approach. The quantitative approach aims to test theory, establish facts, show relationships between variables, provide statistical descriptions,

estimate and predict results. This research will be conducted at the Kendari State Islamic Institute with a study population of 121 education staff, who are also selected as samples (respondents). The characteristics are presented in Table 1.

Table 1 - Characteristics of Research Respondents

Characteristics	Category	Amount (Person)	Percentage (%)
Gender	Male	79	65,3
	Female	42	34,7
Last education	3-year diploma	5	4,1
	Bachelor (S1)	85	70,2
	Masters (S2)	27	22,3
	Doctor (S3)	4	3,3
Age (Year)	24 - 30	27	22,3
	31 - 37	32	26,4
	38 - 44	24	19,8
	45 - 51	16	13,2
	≥ 52	22	18,2
Years of service (Year)	02-Jul	59	48,8
	Aug-13	25	20,7
	14 - 19	21	17,4
	20 - 25	14	11,6
	≥ 26	2	1,7

Source: Prepared by the authors (2023)

The majority of educational staff at the Kendari State Islamic Institute are male with a total of 79 people or 65.3% more than the female sex which is only 42 people or 34.7%. Furthermore, at the level of education, it can be seen that the majority of teaching staff at the Kendari State Islamic Institute have an undergraduate level of education (S1) with a total of 85 people or 70.2%, then a masters level of education (S2) with a total of 27 people or 22.3%, and the least is the level of doctoral education (S3) with a total of 4 people or 3.3%. Based on these results it can be concluded that the education staff working at the Kendari State Islamic Institute have a high level of education and have good knowledge and understanding in carrying out their jobs properly. Furthermore, the age of the respondents in this study was known that the majority were in the age range of 31-37 years with a total of 32 people or 26.4%, and the least were aged 45-51 years with 16 people or 13.2%. Finally, based on years of service it can be seen that the majority are in the range of 2 - 7 years as many as 59 people or 48.8%, and the least are ≥ 26 years as many as 2 people or 1.7%.

This study uses four variables, namely organizational commitment and leadership behavior as independent variables (X), as well as organizational citizenship behavior (OCB) and performance as the dependent variable (Y). In particular, OCB acts as a mediating variable (Z). Organizational commitment is measured by 5 indicators from Bashaw & Grant, (1994) namely willingness, loyalty, pride, discipline, and productivity. Leadership behavior variables

are measured by 3 indicators adopted from Fernandez, (2008); and Rapiuddin et al., (2021) namely task orientation, peer relations orientation, and development orientation. Organizational citizenship behavior variables are measured by 5 indicators developed by Organ, (1988); and Rapiuddin et al., (2021), namely conscientiousness, altruism, civic virtue, sportsmanship, and courtesy. Finally, performance variables are measured by indicators developed by the Behavioral Anchored Rating Scale - BARS from on 10 indicators, namely attachment to tasks, attitudes, quality, initiative, consideration, cooperation, quantity of results, comfort, self-development, and personality (The research conceptual model is presented in Figure 1; and Figure 2).

The data source for this research came from questionnaires which were distributed directly to the respondents. Data measurement applies a Likert scale, to then be analyzed using SEM-PLS Ver, 3. Measurements using the structural model with PLS are carried out in two approaches or stages, namely the measurement model is called the outer model which shows the specification of the relationship between the estimated indicators or parameters and their latent variables (model measurement), and the structural model of the relationship between latent variables is called the inner model for the purpose of specifying the causal relationship between latent variables (structural model) and testing hypotheses. Outer model analysis (outer loading value) can be seen from several provisions, namely the value of Cronbach's alpha (CA)  $\geq 0.70$ . Then the composite reliability (CR) value is  $> 0.7$  or between 0.6-0.7, and the squareroot of average variance extracted (AVE) value is  $\geq 0.50$  (Hair *et al.*, 2011). If the measurement results do not meet these conditions, then it is said to be unreliable.

## RESULTS AND DISCUSSION

Analysis of the inner and outer models of the constructed conception found that all indicators passed (meet) the conditions required by (Rapiuddin et al., 2021). The test results (convergent validity) are presented in Table 2.

Table 2 - Convergent Validity Test Results (*Other Loading*  $\geq 0,70$ )

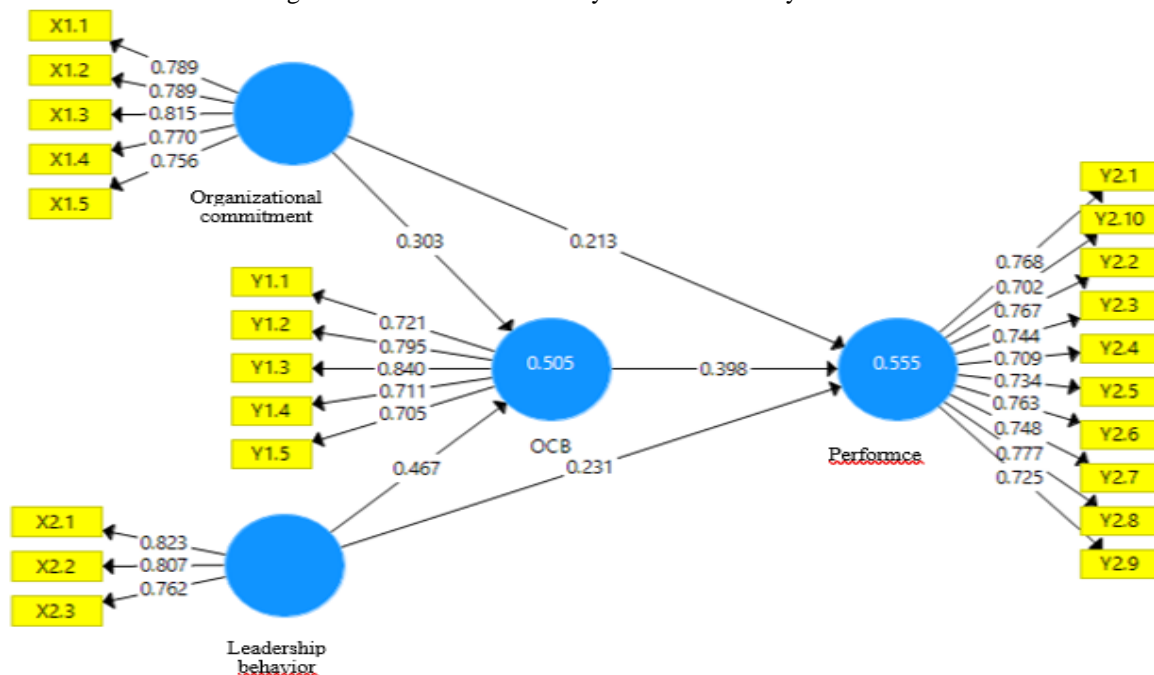
Variable and Indicator	Performance	Organizational commitment	OCB	Leadership behavior	Information
OC.1		0,789			Reliable
X1.2		0,789			Reliable
X1.3		0,815			Reliable
X1.4		0,770			Reliable
X1.5		0,756			Reliable
LB.1				0,823	Reliable

LB.2		0,807	Reliable
LB.3		0,762	Reliable
OCB.1	0,721		Reliable
OCB.2	0,795		Reliable
OCB.3	0,840		Reliable
OCB.4	0,711		Reliable
OCB.5	0,705		Reliable
P.1	0,768		Reliable
P.10	0,702		Reliable
P.2	0,767		Reliable
P.3	0,744		Reliable
P.4	0,709		Reliable
P.5	0,734		Reliable
P.6	0,763		Reliable
P.7	0,748		Reliable
P.8	0,777		Reliable
P.9	0,725		Reliable

Source: Prepared by the authors (2023)

According to Hair *et al.*, (2011) in Rapiuddin *et al.*, (2021) a resulting model is declared reliable if the value of the outer loading indicator is  $\geq 0.70$ ; composite reliability (CA)  $\geq 0.6$ ; and the squareroot of average variance extracted (AVE) is  $\geq 0.50$ . Referring to this opinion, the results of the analysis of the inner and outer models are declared reliable and valid. The outer model analysis output is shown in Figure 2.

Figure 2 - Reliable and Validity PLS-Outer Analysis Results



Source: Prepared by the authors (2023)

Tabulation of analysis results that meet Cronbach's alpha (CA) standards, composite reliability (CR), and squareroot of average variance extracted (AVE) are presented in Table 3.

Table 3 - Construct Reliability dan Validity

	<i>Cronbach's Alpha</i>	<i>Rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
Performance	0,911	0,914	0,925	0,554
Organizational commitment	0,844	0,846	0,889	0,615
OCB	0,812	0,818	0,869	0,572
Leadership behavior	0,714	0,715	0,840	0,636

Source: Prepared by the authors (2023)

Testing of the structural model or inner model is evaluated by looking at the  $R^2$  or *R-Square* value of the latent variable using the *Geisser Q Square test*, as well as being used to determine the magnitude of the structural path coefficient. The results of the R-Square calculation can be seen in Table 4 below.

Table 4 - R-Square Value

<i>Matrix</i>	<i>R Square</i>
Organizational citizenship behavior (Y1)	0.505
Performance (Y2)	0.555

Source: Prepared by the authors (2023)

The R-Square value of the Organizational Citizenship Behavior (OCB) variable is 0.505. This value means that the OCB variable (Y1) can be explained by its influence (getting influence) from the independent variable (X), namely organizational commitment and leadership behavior by 50.50% and the rest is influenced by other things outside the model (variables and indicators) of this study. Furthermore, the R-Square value of the dependent variable (Y2) for performance is 0.555. This means that performance is influenced by the independent variable (X), namely organizational commitment, OCB, and leadership behavior by 55.50% and the rest is influenced by other factors outside of this model.

### Testing the Direct Effect Hypothesis

The direct effect test was carried out on the 5 (five) hypotheses used in this study. The interpretation of the results of the hypothesis test refers to the stipulation conveyed by Hair *et al.*, (2011) that a hypothesis is declared accepted or rejected using the standard test results of an alpha value of 5% or 0.05 ( $\leq 0.05$ ), meaning that if the p-value is smaller than the value of 0.05 ( $< 0.05$ ) then the hypothesis is accepted, and conversely greater than 0.05 the hypothesis is

rejected. Then the hypothesis test and the significance of an analysis can be compared with the t-statistic test with the provision that if the t-statistic value  $> 1.96$  is declared the hypothesis is accepted and significant, conversely when the t-statistic  $< 1.96$  the hypothesis is rejected or not significant. As shown in Table 5 it is known that each variable has a positive and significant effect so that the proposed hypothesis is accepted ( $H_a$ ).

Table 5 - Recapitulation of the Results of the Direct Effect Test

The Direct Effect Hypothesis	Standard Deviation	T-Statistics	P Values	Result
H1 Organizational commitment -> OCB	0,303	3,671	0,000	Accepted
H2 Organizational commitment -> Performance	0,213	2,168	0,032	Accepted
H3 Leadership behavior -> OCB	0,467	5,629	0,000	Accepted
H4 Leadership behavior -> Performance	0,231	2,040	0,044	Accepted
H5 OCB -> Performance	0,398	3,667	0,000	Accepted

Source: Prepared by the authors (2023)

Based on the research results in the recapitulation table (Table 5) values based on path coefficient values, t-statistics, and P-values, it is found that the organizational commitment variable to OCB ( $H1$ ) is accepted/proven. Organizational commitment has a positive and significant effect on performance so that the proposed  $H2$  can be accepted/proven. Leadership behavior has a positive and significant effect on OCB so that the proposed  $H3$  can be accepted/proven. There is a significant influence between leadership behavior on performance, then the proposed  $H4$  is accepted/proven. There is a significant influence between OCB on performance, so the proposed  $H5$  hypothesis can be accepted.

### Indirect Influence Hypothesis Testing

Based on the results of tests carried out on the indirect effect using the SmartPLS Ver, 3 analysis tool, the results were found as presented in Table 6 below,

Table 6 - Indirect Influence Test Results (Mediation)

The Mediation Effect Hypothesis	Path Coefficient (Standard Deviation)	P-values	Result
H6 Organizational commitment -> OCB -> Performance	0,121	0.019	Mediation
H7 Leadership behavior -> OCB -> Performance	0,186	0.003	Mediation

Source: Prepared by the authors (2023)

Based on Table 6 above, it was found that hypothesis 6 (H6) proposed that OCB mediates the effect of organizational commitment on performance is declared accepted/proven.

The next hypothesis (H7) that OCB mediates the effect of leadership behavior on performance is accepted because it is proven true.

Based on the results of the analysis that has been carried out, it was found that organizational commitment has a positive and significant effect on organizational citizenship behavior (OCB) of educational staff at the Kendari State Islamic Institute. These findings confirm the theory presented by Luthans, (2006) and Gibson *et al.*, (2006) in Howladar & Rahman, (2021) that organizational citizenship behavior can be formed from one's commitment to the organization. Strengthened by the opinion of Robbins & Coulter, (2010) that organizational commitment is clearly related to organizational citizenship behavior. The findings of this study also support the research of Howladar & Rahman, (2021); Sholikhah & Prastiwi, (2020); and Titisari *et al.*, (2020) that organizational commitment has a positive and significant influence on performance. Empirically it can be explained that the commitment possessed by existing employees, both their willingness to advance the institution, their attachment and the sense of pride they have for their institution, is able to encourage positive work behavior from existing employees. This work behavior is related to voluntary work behavior carried out by employees outside of their main duties and functions which are carried out with the aim of increasing the progress of the performance of the institution. It is important for the Kendari State Islamic Institute to pay attention to how commitment is created from its employees. The connection and pride that an individual has for his place of work can be an important factor that determines how the individual works and contributes his best to his work unit or organization.

It was further found that organizational commitment has a positive and significant effect on the performance of educational staff at the Kendari State Islamic Institute. Theoretically, this finding is in line with the theory presented by Mowday *et al.*, (1982); and cited by Siders *et al.*, (2001) which shows that committed employees are more likely to do their best. This finding agrees with the position of several previous researchers, while at the same time rejecting the different results as previously reviewed (Introduction). It was found that changes in organizational commitment possessed by employees will lead to the creation of the performance expected by work units and institutions. Organizational commitment is one of the factors that needs to be present in employees, employee attachment to their place of work will encourage them to maximize their ability to work and provide their best contribution to the achievement of work results given to their work units.

Leadership behavior has a positive and significant effect on organizational citizenship behavior (OCB). Several previous studies such as Titisari et al., (2020); and (Frisch & Huppenbauer, 2014) proved that leadership behavior has a good effect on OCB. This finding at the same time rejects the different results (no significant effect) as previously discussed. The facts that occur can be explained that the role of the leadership elements in the work unit or at the Kendari State Islamic Institute provides good behavior and orientation to existing employees which has an impact on how these educational staff act and behave. So the attitude of superiors in carrying out their leadership both in work units and in a wider scope can provide real examples of how education staff acts at work.

Furthermore, leadership behavior has a positive and significant effect on the performance of educational staff, thus confirming the theory presented by Luthans (2006) in Rapiuddin et al., (2021); and Salman et al., (2023) that leadership leads to high performance in organizations. This has also been proven by previous researchers such as Alzghoul et al., (2023); Qalati et al., (2022); Zamin & Hussin, (2021); Rapiuddin et al., (2021); Titisari et al., (2020); Colquitt *et al.*, (2018); and (Saleem & Amin, 2013). The implementation of leadership behavior in improving performance at the Kendari State Islamic Institute is capable of bringing about a change (performance improvement) in the leadership role. Leadership behavior concerns the orientation of the leader in carrying out his work as a member of the organization and also as a decision-maker that will be carried out by his subordinates. Therefore, it is important for the organization (learning from the case of the Kendari State Islamic Institute) to pay attention to the leadership behavior possessed by each leader either in a work unit or as a whole so that it can be implemented in accordance with the provisions and is able to provide encouragement to his subordinates in creating and improving the results of the work given.

Organizational citizenship behavior has a positive and significant effect on the performance of educational staff at the Kendari State Islamic Institute. This result at the same time strengthens the previous findings reported by Qalati et al., (2022); Titisari et al., (2020); Cobbinah et al., (2020); and Desky et al., (2020) , and refused for groups that found things that were different (no effect). Factually it can be explained that a person's OCB (educational staff) at the Kendari State Islamic Institute is proven to be able to influence the level of completion of existing work in each work unit, and will ultimately improve their performance. Work behavior outside the duties and responsibilities of employees is behavior that is expected in every scope of work unit within the organization because this behavior will encourage a high level of achievement of the expected work results. It is important for the Kendari State Islamic



Institute to continue to pay attention to this and try to create and maintain these conditions so that employee performance can increase and the achievement of institutional goals can be realized.

Finally, organizational citizenship behavior (OCB) acts as a mediator for the effect of organizational commitment on performance and is able to mediate the influence of leadership behavior on performance. Several studies such as Qalati et al., (2022); and Titisari et al., (2020) use leadership variables with similar indicators, this study focuses more on behavior (similar to leadership style even though there are several measurement indicators that are the same) so that the two results of the mediation relationship are **novelties** that contribute significantly science. Our results go through a strong analytical process, so our findings can be adopted by organizations in relevant and widespread (general) practices.

## CONCLUSION

Organizational commitment has been proven to have a significant effect on OCB and performance. Leadership behavior has also been shown to contribute significantly to performance, and to OCB. Likewise, OCB contributes significantly to performance. The significance of OCB on performance is very strong (0.000) as well as that OCB is reflected (influenced) by leadership behavior and organizational commitment which is also very strong (0.000). The significance of this strong OCB has a good effect on its role as a mediator which is proven to be able to act as a mediation between organizational commitment and leadership behavior on performance. For all hypotheses put forward, both the direct relationship (hypotheses 1-5) and the hypothesis of an indirect relationship through a mediating role (hypotheses 6 and 7) proved to be accepted/answered.

At the same time, theoretically, these findings show that organizational commitment to OCB, OCB to performance, and leadership behavior towards OCB are quite consistent (only a small proportion reject it and the research takes a long time) to have a positive and significant effect. For researchers, the three models are "saturated" to be reconstructed, so it is no longer interesting to do retesting.

## Research Limitations and Future Research Suggestions

This study found two limitations. First, from the aspect of current data collection (cross-sectional) organizational changes (including performance) cannot be reached (cannot be controlled). On this basis, further research studies are needed to re-examine whether the

relationship between variables exists using time series data so that the generalization of the findings is stronger. Second, from the aspect of ability or the magnitude of the influence of the direct relationship (independent variable) on performance is 55%, and OCB is 50%, which means that it is still quite largely influenced by other factors outside the model being developed. For researchers this can limit the ability to generalize research findings. Covering this limitation, future research needs to retest (construct) the relationship again in order to get a stronger relationship, by including or replacing other indicators (on the same variable) or using other variables.

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