

Analysis of Factors Influencing the Organizational Citizenship Behavior Employees at SMK Santo Aloisius of Ruteng with Work Motivation as an Intervening Variable

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Abstract: This thesis is entitled "Analysis of the factors that influence Organizational Citizenship Behavior of SMK Santo Aloisius of Ruteng employees with work motivation as an intervening variable", with the aim of analyzing: 1) respondents' perceptions of OCB (Y2), work motivation (Y1), organizational commitment (X1), employee personality (X2), trust in leadership (X3) and organizational culture (X4); 2) the effect of variables X1, X2, X3, X4, Y1 on Y2; 3) the influence of variables X1, X2, X3, X4 on Y1; 4) the indirect effect of variables X1, X2, X3, X4 on Y2 through Y1. This type of research is descriptive quantitative, measuring the OCB of employees at educational institutions. The number of respondents was 55 people, all employees of SMK Santo Aloisius Ruteng. Methods of data collection through questionnaires and interviews. The analysis tool uses SmartPLS 3 software. The results of the study: (1) Respondents' perceptions of the 6 research variables are all on a good scale; (2) the variables of organizational commitment, trust in the leadership, and work motivation have a positive and significant effect on the OCB variable. The results show that the original sample is 0.381; 0.172; 0.340. The three variables t value > 1.96, P value < 0.05; Employee personality and organizational culture have a positive but not significant effect on OCB; (3) organizational culture and trust in leaders have a positive and significant effect on work motivation. The results show the original sample is 0.563 and 0.388 respectively; t value of both variables > 1.96, P Value < 0.05; (4) Work motivation succeeds in mediating the influence of organizational culture on OCB which is indicated by a t value > 1.96, P value < 0.05. From the results of this study it is suggested for school management to: 1) create a special research and development division for OCB; 2) establishing a more harmonious working relationship with employees oriented towards professionalism; 3) maintain the existing organizational culture. As for further researchers 1) Using measurements and other analytical techniques; 2). Conduct research on a wider object; 3) Further analyze the factors that influence OCB in a larger number of samples.

Keywords: OCB, Work Motivation, Organizational Commitment, Employee Personality, Trust in Leaders, Organizational Culture

1. Introduction

1.1. Background of the Problem

The goals of an organization will be achieved according to the target if the human resources owned are managed properly. Mondy and Martocchio in Suryani and FoEh mentioned human resource management (HRM), which is the stage for achieving organizational goals through the use of the

resources in it [14]. It was further stated, the management of human resources is not just a manager's task while setting goals, but rather becomes the involvement of employees to be encouraged to maximize themselves to achieve common goals. Siagian mentions that humans are the most important aspect in an institution or organization, and become a valuable possession, with the understanding that if humans receive treatment based on dignity, then they will show positive behavior in organizational life [10].

Good employees tend to show positive behavior in the work environment, so the organization will be good at achieving its goals [5]. Organizations certainly want to have employees who behave beyond the demands of roles or have added value, in order to achieve organizational goals. Organizations will achieve goals supported by employees with "added value" and balanced behavior, namely social behavior that is positive, constructed, and helpful [1]. Companies will feel lucky if they have a number of employees with prosocial behavior.

A variety of positive behaviors that are individual choices, helping or providing assistance to other parties, volunteering for additional assignments, complying with regulations, and having no direct relationship with the reward system, and being able to maximize an effective role called organizational citizenship behavior (OCB) [29]. Brief, OCB is interpreted as organizational citizenship behavior [15].

OCB can be used as the most effective medium for coordinating work group activities, and for maximizing the company's skills in attracting and retaining its best employees [26]. To be able to maximize OCB, of course the company must know everything that causes the emergence or increase of OCB in an organization.

Organizational citizenship behavior at Santo Aloisius Ruteng Vocational School is shown by: an attitude of wanting to help their leaders complete tasks voluntarily (volunteers), which are not listed in the work agreement, helping leaders provide environmental orientation for new employees, introducing jobs; willing to help other people's difficulties without expecting anything in return; come and go outside the official hours. This behavior OCB is the involvement of someone who is more than the demands of a role at work, which is seen through providing assistance to other parties, as a volunteer for additional assignments, and complying with workplace rules and regulations [1]. For organizations, behavior like this has a big role in facilitating activities for the achievement of organizational goals.

Emphasizes that commitment is a feeling of recognition, involvement, and loyalty that employees express to the company [16]. For this reason, commitment is related to three traits, namely identifying goals, involving oneself in tasks, and being loyal to the company. The phenomenon that occurs at Santo Aloisius Ruteng Vocational School related to a decrease in good classification can be influenced by several factors such as decreased employee commitment which is marked by a lack of internalization of organizational goals, lack of employee involvement in the program and decreased loyalty, it needs to be proven and further research is carried out.

Several employees of SMK Santo Aloisius Ruteng revealed that personality can be formed due to habitual factors, interactions with other people in the organizational environment. Employees who before work are not used to getting up early, saying greetings, praying in the morning but because the work environment conditions the rules and obligations, they can gradually change with adjustments to the situation and conditions, habits and work culture as they exist in their work environment. The behavior of coming in the morning, greeting, greeting and smiling, praying together, and periodic evaluations, can increase positive employee behavior which can be assumed as an increase

in personality. The better employee personality followed by high work motivation will affect the high organizational citizenship behavior. This goes the other way around.

Table 1. Assessment Classification Data Implementation and Work Results.

Yea	Number of Employees	Classification		
		Very good	Good	Enough
2017	22	15	7	0
2018	28	20	8	0
2019	36	25	10	1
2020	44	28	11	5
2021	55	33	14	8

Source of data: Personnel Section of SMK Santo Aloisius Ruteng

From Table 1, it can be seen that for the 2017-2018 period the classification results of the job assessment of SMK Saint Aloisius Ruteng employees are in very good and good classifications. Differences have occurred since 2019, there is a classification of assessment of work implementation and work results with sufficient classification. This can be a factor in the decline in the performance of old employees' work, but it can also be due to contributions as new employees enter.

Table 1, becomes an important concern for the leadership of the institution to analyze more deeply the factors that cause these classifications. The success of an educational institution according to Article 3 PP No. 57, 2021), namely achieving 8 standards covering: 1) graduate competency standards; 2) content standards; 3) process standards; 4) educational assessment standards; 5) educational staff standards; 6) standard of facilities and infrastructure; 7) management standard; and 8) financing standards.

In private educational institutions, process standards and management standards are achieved from several factors. St. Aloisius Vocational High School sets indicators for assessing work performance including the elements of loyalty, participation, sacrifice, responsibility, obedience, honesty, cooperation, creative ideas, personality, motivation, and love for institutions. Rating classifications can indicate positive behavior by employees seen from indicators of willingness to sacrifice to help, responsibility for work assignments, loyalty, participation in program activities, tolerance and the spirit of brotherly love (*caritas et pax* or love and peace). This situation can be assumed to be OCB behavior at SMK Santo Aloisius of Ruteng.

Robi et al [28], Darmawati et al [19], Nabila et al [24] state that employee personality has a positive and important effect on OCB. Likewise, work motivation has a positive and important effect on OCB. It is important for organizations to have OCB, because there are many benefits, it is important for Santo Aloisius Ruteng Vocational School to analyze the factors that give birth to or maximize OCB. Factors that are capable of influencing OCB from within the employee as well as from outside the employee must be identified so that the organization can maximize the quality of human resources in the work environment. For this reason, this scientific work was carried out with the intention of examining the factors that influence the emergence of OCB behavior at SMK Santo Aloisius Ruteng.

There are various scientific works that are used as references, especially related to themes that examine the factors that form

OCB from internal factors, for example organizational commitment, personality and work motivation. These scientific works, such as those of Prihatsanti and Rahma [27], Lubis [23], Darmawati & Indartono [19], Arief and Hendryono [17], Hendrawan et al [21], Roby et al [28], Darmawati and Indartono [45]. The study clarifies that the exogenous variables have a positive and important effect on OCB.

The difference from previous studies can be seen through the independent variables and the placement of work motivation as the intervening variable. Clarifies that intervening as a variable that theoretically affects the correlation between independent and dependent variables becomes a correlation that is neither direct nor observable, besides that it also increases the number of independent variables, with the aim of obtaining more comprehensive results [12]. In this way, the researcher proposed the title of the study, namely Analysis of the Factors Influencing Organizational Citizenship Behavior of Santo Aloisius Ruteng Vocational School Employees with Work Motivation as an Intervening Variable.

1.2. Problem Statement

In accordance with the explanation that has been conveyed by the researcher, the formulation of the problem is:

- 1) How do the employees of SMK Santo Aloisius Ruteng perceive OCB, work motivation, organizational commitment, employee personality, trust in leaders, and organizational culture?
- 2) Does organizational commitment have a positive and significant effect on OCB?
- 3) Does employee personality have a positive and significant effect on OCB?
- 4) Does trust in the leadership have a positive and significant effect on OCB?
- 5) Does organizational culture have a positive and significant effect on OCB?
- 6) Does organizational commitment have a positive and significant effect on work motivation?
- 7) Does employee personality have a positive and significant effect on work motivation?
- 8) Does trust in the leadership have a positive and significant effect on work motivation?
- 9) Does organizational culture have a positive and significant effect on work motivation?
- 10) Does work motivation have a positive and significant effect on OCB?
- 11) Does work motivation mediate organizational commitment, employee personality, trust in leaders and organizational culture in influencing OCB?

2. Literature Review

2.1. Organizational Citizenship Behavior OCB (y2)

Describe OCB, namely alternative behavior and individual desires, without anything to do with the company's formal reward system, but in aggregate to maximize organizational effectiveness [15]. This matter makes it clear that if OCB is not

categorized as a job requirement or work breakdown, then if it is not shown there will be no sanctions. OCB is behavior that goes beyond the formal requirements of the job, while also providing benefits to the company. Explained that OCB is a characteristic of voluntary behavior or attitude that is not categorized into job descriptions or positions, spontaneous behavior, without orders, helping, not easy to see, and the assessment is based on evaluating the implementation of work tasks [30].

According to this explanation, it is concluded that OCB is positive behavior beyond formal requirements, without being directly or explicitly tied to a reward system, and beneficial to the company. There are many factors that influence the formation of OCB in organizations, such as internal and external factors of employees [6]. Internal factors consist of job satisfaction, commitment, employee personality, morale, and work motivation. Then the external factors, namely leadership style, trusting leaders, and organizational culture. Supports this statement, saying that OCB is employee behavior that is not seen well with colleagues or the organization: this behavior is more than the behavior required or determined by the organization, and provides benefits to the organization [22].

Scientific works belonging to Darmawati and Indartono [19] Lubis [23], Dirks and Skarlicki [20], Arief and Hendryono [17], Hendrawan et al [21], Roby et al [28], Cohen and Vigoda [18] said that the exogenous variables of organizational commitment, employee personality, trust in leaders, organizational culture contribute to OCB behavior.

That there are several dimensions of OCB [7], such as

- 1) helpfulness, the behavior of voluntarily providing assistance to other employees,
- 2) protective nature of the organization, voluntary involvement in and support of organizational functions,
- 3) attitude is more careful and follow conscience, a role that is more than the provisions,
- 4) polite, gentle attitude as behavior to alleviate problems related to work assignments,
- 5) tolerance and sportsmanship, sportsmanship does not trigger a discourse on damaging work relations despite being irritated.

2.2. Work Motivation (y1)

Motivation is rooted in Latin, *movere* or move, push. As a noun which means encouragement or driving [9] Therefore, motivation can be defined as a psychological drive that gives direction to individuals to a purpose/plan. The theory of motivation that is often encountered is Maslow's theory of needs [8], which divides into physiological, security, social, appreciation, self-actualization. Maslow's theory is widely recognized, especially among institutional managers.

Motivation is the encouragement of needs in employees that they must fulfill so they can adapt to the environment and can achieve their goals [4]. That is, motivation is the power to stimulate the urge to arise within oneself in order to obtain certain goals. Motivation is characterized by two elements. First, the driving force to act, such as responsibility, likes challenging work. The second is the goals or objectives to be achieved, such as work performance, opportunities for

advancement, recognition for performance. Two, the elements in this motivation trigger a person to carry out activities and want to get everything he wants.

From some of these narratives, it can be concluded that motivation is the impetus for a series of human behavior in achieving goals. The elements contained in motivation consist of generating, directing, maintaining, showing intensity, continuous, and purposeful elements. Indicators of work motivation according to narrative high responsibility towards work; likes challenging work, namely the desire to study the field of work; work performance, namely carrying out everything optimally; opportunity to develop as will to obtain compensation based on his work; as well as recognition of performance, namely the desire to obtain higher compensation than usual [4].

2.3. Organizational Commitment (x1)

Organizational commitment as a behavioral dimension that plays a vital role in measuring employee tendencies to remain as members of an organization. Organizational commitment according to the narrative, namely the extent to which employees side with the company and its goals and desires to maintain its membership status in that company [8]. Describe organizational commitment as the level when someone knows the company and the goals it has [3]. This is a work attitude that is quite crucial because someone who is committed is able to show a willingness to work optimally in order to be able to achieve company goals, and desire to work in a company.

Through this presentation, reinforcing organizational commitment is a form of loyalty shown by employees to the organization and wanting to remain part of the organization. There are 3 (three) indicators of organizational commitment according to Lincoln and Bashaw's [11].

- 1) Pride of the organization as a way to describe the state of employees in the organization and always actively participate in organizational activities.
- 2) Willingness to take sides/sacrifice for the organization as a thing done in describing the state of employees for the organization always side with the organization and its goals.
- 3) Loyalty to the organization as a way to describe the situation when employees have the intention to maintain their membership in the organization.

2.4. Employee Personality (x2)

Personality is a translation from English, namely personality. Personality is rooted in Latin: persona or implies the mask that the actor uses in every performance. The term personality is often used as a description of self-identity. Employee personality is a fundamental characteristic of employees that differentiates them from other parties. Emphasizes that personality consists of all thoughts, behaviors, feelings, awareness and unconsciousness [2].

Describe personality as an association of physical criteria and mental stability that gives individual identity [16]. The criteria also include the way individuals see, think, and feel as a result of genetic contact and environmental influences. Employee personality as a pattern that tends to be retained for

a long time related to thoughts, emotions and behaviors that support employee criteria, according to the psychological processes behind those criteria. Defines employee personality as a dynamic aspect and a psychological system in a person that is decisive in adapting to the environment [9].

From the theories above, it can be concluded that employee personality is a criterion for employees to show or represent their identity tendencies with thoughts, behaviors or emotions as a combination of genetic sources or environmental influences. Personality acts as a representation or appearance of a person according to what is perceived by other parties or the work environment.

Describe personality theory, which is divided into 5 dimensions, namely openness to experience (attitude to accept ideas and conditions, as well as new experiences), conscientiousness (careful when acting something), extraversion high motivation during socializing), agreeableness (friendly, gentle, easy to get along with/agrees), and neuroticism (stable/maintaining emotions) [15].

2.5. Trust in Leaders (x3)

Trust in leaders is generally described as the trust that subordinates have in organizational leaders based on the belief that these leaders are competent, have integrity, are consistent, loyal and have good communication skills. Trust in a leader is an employee who trusts a leader based on integrity, reliability and concern [9]. According to the organizational context, there are three types of trust, namely belief based on denial, knowledge, and identification based [11].

That trust is clarified as the will of one party to open up to another party according to a sense of confidence that the other party is competent, open, caring and reliable [25]. Trust has 3 forming components consisting of fairness, confidence, and risk taking. Trust, namely self-confidence and commitment without any fear or doubt towards individuals or other parties. Someone believes that they will get support and collaboration while dealing with problems when needed, there are no ulterior motives behind their thoughts.

Five main dimensions that can be developed as forming the conception of trust in leaders [8].

- 1) Integrity, namely the feeling of confidence that someone will do everything according to what he promised and without any denial.
- 2) Competence, is a level in a person based on ability and knowledge.
- 3) Stability or individuals can be trusted or become a determinant because they have the skills to consider and handle every problem.
- 4) Loyalty is a form of one's loyalty to the organization and has a strong desire to protect and look after every member of the organization.
- 5) Transparency is the attitude of sharing thoughts and information freely without hiding anything.

The trust factor in the organization has a multidimensional forming element, referring to the trusting relationship between employees and vertical elements related to employee trust with their leaders.

2.6. Organizational Culture (x4)

Organizational culture is a set of assumptions or a system of beliefs, values and norms resulting from organizational development which become a reference in behavior for all members, especially in dealing with problems of external adaptation and internal integration [3].

- 1) Seven indicators of organizational culture.
- 2) Renewal and courage in taking risks, namely employees who innovate and are willing to take risks for work.
- 3) Pay attention to everything in detail, namely employees who show precision (accuracy/accuracy).

- 4) Focused on results, namely employees who focus on results and not on techniques or processes.
- 5) Focused on individuals, namely employees who in making decisions determine the consequences of the results on the people in them.
- 6) Focused on the team, namely there are work activities that are organized in teams rather than individuals.
- 7) Aggressive, namely an aggressive and competitive workforce.
- 8) Stability (stability), namely organizations that put emphasis on paying attention to the status quo in contrast to growth.

2.7. Previous Research

Table 2. Previous Research.

No	Researcher	Title	Analysis Tools	Research result
1	Bernadetha Nadeak (2016) UKI Education Journal	The Influence of Organizational Culture on Lecturers' Organizational Citizenship Behavior (OCB) at UKI Jakarta	SPSS	1) Organizational culture has a positive and significant effect on OCB 2) Organizational commitment has a positive and significant effect on OCB
2	Retmita Tata Elsa Manora, Purnamie Titisari, Mochammad Syaharudin 2021 Journal of Business Economics and Accounting	The Influence of Servant Leadership, Empowerment and Organizational Commitment on Organizational Citizenship Behavior (OCB) of Royal Hotel n'Lounge Jember Employees	Multiple Linear Regression	1) <i>Servant leadership</i> , empowerment, positive and significant effect on OCB 2) <i>Empowerment</i> positive and significant effect on OCB 3) Organizational commitment has a positive and significant effect on OCB
3	Evie Hayati Hamida Nayati Utami Heru Susilo (2008) Management Application Journal	The Effect of Motivation and Organizational Commitment on Organizational Citizenship Behavior (OCB) and Employee Performance (Study at Pelangi Hotel in Malang City)	pls	1) Work motivation has a positive and significant effect on OCB 2) Organizational commitment has no positive and significant effect on OCB 3) OCB has a positive and important effect on performance 4) Work motivation has a positive and significant effect on performance 5) Work motivation has an indirect effect on performance through OCB 6) Organizational commitment has an indirect effect on performance through OCB

2.8. Operational Definitions of Variables

Table 3. Variables, Operational Definitions, Indicators, Statement Items and Measurement Scale.

Variable	Operational Definition	Indicator	Statement Items	Measurement Scale
Organizational Citizenship Behavior (OCB) Y2	Positive behavior of employees both towards colleagues and the organization, more than the behavior required or determined by the organization, and is not bound by a reward system and provides positive benefits to the organization	OCB indicator [7]. 1) <i>Altruism</i> (help is sacrificial) 2) <i>Civicvirt</i> (voluntary participation) 3) <i>Conscientiousness</i> (work according to standards / sense of self-control) 4) <i>Courtesy</i> (courtesy) 5) <i>Sportmanship</i> (tolerance)	1,2,3 4-5,6 7,8,9 10,11,12 13,14,15	Ordinal
Work motivation Y1	Psychological drive that is directed towards a goal.	Indicators of work motivation [4]. 1) Accountability 2) Challenging job 3) Work performance 4) Opportunity to advance 5) Recognition of performance	16,17,18 19,20,21 22,23,24 25,26,27 28,29,30	Ordinal
Organizational Commitment X1	The form of loyalty shown by employees to the organization and want to continue to play a role as part of the organization.	Indicators of organizational commitment [11]. 1) Pride of organization 2) Willingness to take sides 3) Loyalty to the organization	31,32,33 34,35,36 37,38,39	Ordinal
Employee Personality X2	Criteria for each party to show identity bias with thoughts, behaviors, and emotions as a combination of genetic sources and environmental influences	Personality indicators as follows [7]. 1) <i>Openness to experience</i> (open to experience) 2) <i>Conscientiousness</i> (prudential conscience) 3) <i>Extraversion</i> (comfortable interacting with other	40,41,42 43,44,45 46,47,48 49,50,51	Ordinal

Variable	Operational Definition	Indicator	Statement Items	Measurement Scale
Trust in leadership X3	The willingness of employees to be open to leadership is based on a sense of confidence that the leadership is: competent, transparent, caring and reliable.	people	52,53,54	Ordinal
		4) <i>Agreeableness</i> (easily agreed)		
		5) <i>neuroticism</i> (ability to control emotions)		
		Indicators of trust in leaders are as follows [8].		
		in leaders are as follows.		
Organizational culture X4	The value system that is adhered to by all members of the organization is deliberately conveyed and can be implemented in the behavior and attitudes of each employee in organizational life	integrity	55,56,57	Ordinal
		competent	58,59,60	
		consistency	61,62,63	
		loyal	64,65,66	
		open	67,68,69	
		Indicators of organizational culture [7].		
		1) innovate and take risks	70,71,72	
2) pay attention to details	73,74,75			
3) focused on results	76,77,78			
4) focused on people (individuals)	79,80,81			
5) focused on the team	82,83,84			
6) aggressive	86,86,87			
7) consistent	99,98,90			

2.9. Writing Method

This study is of a quantitative type. Techniques for collecting data with questionnaires, interviews, and observations. Data analysis methods that produce numbers or utilize data in the form of numbers [13]. The same thing was also, mentioning that quantitative is a scientific/scientific method because it is in accordance with scientific provisions

that are concrete/empirical, objective, measurable, reasonable, and structured [12]. Study data is in the form of numbers and analysis uses statistics.

Respondents in the study amounted to 55 people. Location of study at SMK Santo Aloisius Ruteng. Research Period September – December 2022. Data analysis uses smartPLS software. Ordinal respondent questionnaire statement rating scale.

Conceptual Framework

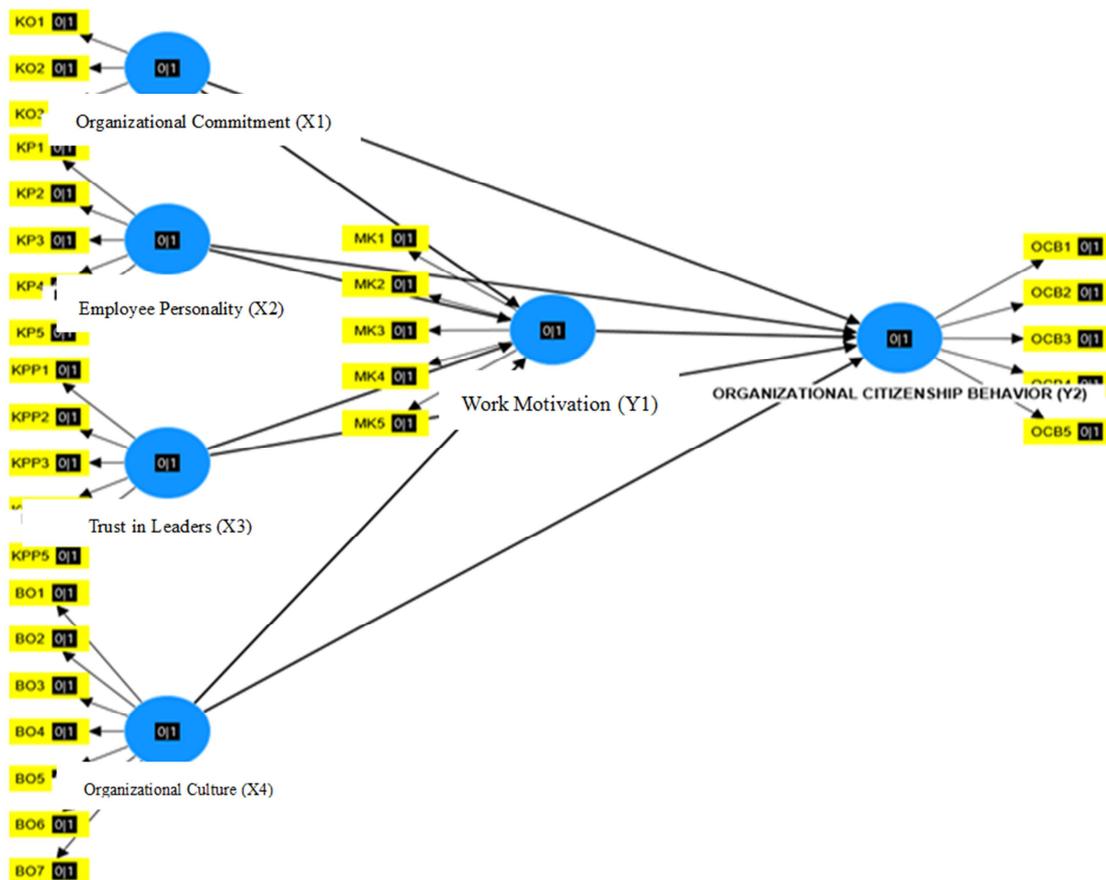


Figure 1. Path Diagrams.

3. Discussion

The research results are shown as follows.

3.1. Descriptive Statistical Analysis

Table 4. Descriptive Statistics of OCB Variables.

Statement	Indicator	Items (p)	$\sum i$	Means/Me = $\frac{\sum i/p}{55}$	Criteria
1,2,3	Altruism	3	701	4,248	Good
4,5,6	civicvirt	3	693	4,200	Good
7,8,9	Conscientiousness	3	702	4,255	Good
10,11,12	Courtesy	3	585	3,545	Enough
13,14,15	Sportmanship	3	660	4,000	Good
	Average			4,050	Good

Source: primary data processed in 2022

Based on Table 4, the overall average OCB indicator is 4.050 (highest Likert scale score = 5). This shows the respondent's perception of OCB behavior on a good scale. Conscientiousness indicator (work according to standards) has the highest score of 4.255.

Table 5. Descriptive Statistics of Work Motivation Variables.

Items	Indicator	Items (p)	$\sum i$	Means /Me = $\frac{\sum i/p}{55}$	Criteria
16,17,18	Responsibility	3	725	4,394	Good
19,20,21	Challenging job	3	678	4.109	Good
22,23,24	Work performance	3	703	4,261	Good
25,26,27	Opportunity to advance	3	679	4,115	Good
28,29,30	Recognition of performance	3	660	4,000	Good
	Average			4,176	Good

Source: primary data processed in 2022

Based on Table 5, the overall average of work motivation indicators is at 4.176 (highest Likert scale score = 5). This shows the respondent's perception of work motivation on a good scale. The responsibility indicator has the highest score of 4.394. Meanwhile, the performance recognition indicator has the lowest average score of 4,000.

Table 6. Organizational Commitment Variable Descriptive Statistics.

No	Indicator	Items (p)	$\sum i$	Mean/Me = $\frac{\sum i/p}{55}$	Criteria
31,32,33	Pride of organization	3	733	4,442	Good
34,35,36	Willingness to take sides	3	676	4,097	Good
37,38,39	Loyalty to the organization	3	713	4,321	Good
	Average			4,287	Good

Source: primary data processed in 2022

Based on Table 6, the overall average indicator for organizational commitment is 4.287 (the highest score on the Likert scale = 5). This shows that respondents' perceptions of organizational commitment are on a good scale. The pride indicator in the organization has the highest score of 4.442.

Table 7. Descriptive Statistics Employee personality variables.

No	Indicator	Items (p)	$\sum i$	Means /Me = $\frac{\sum i/p}{55}$	Criteria
40,41,42	Openness to experience	3	706	4,279	Good
43,44,45	Conscientiousness	3	731	4,430	Good
46,47,48	Extraversion	3	682	4,133	Good
49,50,51	Agreeableness	3	667	4,042	Good
52,53,54	neuroticism	3	708	4,291	Good
	Average			4,235	Good

Source: primary data processed in 2022

Based on Table 7, the overall average of employee personality indicators is 4.235 (highest Likert scale score = 5). This shows the respondent's perception of employee personality on a good scale. The conscientiousness indicator has the highest score of 4.430. Meanwhile, the agreeableness

indicator (agreement/easy to agree) has the lowest average score of 4.042. Thus employees have the highest tendency of conscientiousness (conscience / cautious nature) with characteristics of self-discipline, full responsibility, competent, organized, striving for achievement.

Table 8. Variable Descriptive Statistics Trust in Leaders.

No	Indicator	Items (p)	$\sum i$	Means / $Me = \frac{\sum i/p}{55}$	Criteria
55,56,57	Integrity	3	733	4,442	Good
58,59,60	Competence	3	671	4,067	Good
61,62,63	Consistency	3	731	4,430	Good
64,65,66	Faithfulness	3	716	4,339	Good
67,68,69	Openness	3	673	4,079	Good
	Average			4,272	Good

Source: primary data processed in 2022

Based on Table 8, the overall average indicator of trust in leaders is 4.272 (highest Likert scale score = 5). This shows the respondent's perception of trust in the leadership on a good

scale. The integrity indicator has the highest score of 4.442. While the lowest average score of competency indicators is 4.067.

Table 9. Descriptive Statistics of Organizational Culture Variables.

No	Indicator	Items (p)	$\sum i$	Means / $Me = \frac{\sum i/p}{55}$	Criteria
70,71,72	Innovation and risk taking	3	704	4,267	Good
73,74,75	Attention to detail	3	688	4,170	Good
76,77,78	Result orientation	3	677	4,103	Good
79,80,81	Individual orientation	3	712	4,315	Good
82,83,84	Team orientation	3	700	4,242	Good
85,86,87	aggressiveness	3	731	4,430	Good
88,89,90	Stability	3	704	4,267	Good
	Average			4,256	Good

Source: primary data processed in 2022

Based on Table 9, the overall average of organizational culture indicators is 4.256 (highest score on the Likert scale = 5). This shows that respondents' perceptions of organizational culture are on a good scale. The aggressiveness indicator has the highest score of 4.430.

3.2. Inferential Statistical Analysis

1) Measurement Model Results (Outer Model)

Table 10. Reliability Test.

	Cronbach's Alpha	rho_A	Composite Reliability
Organizational Culture (X4)	0.927	0.929	0.942
Trust in Leaders (X3)	0.861	0.868	0.900
Employee Personality (X2)	0.920	0.941	0.939
Organizational Commitment (X1)	0.951	0.956	0.968
Work Motivation (Y1)	0.878	0.884	0.912
Organizational Citizenship Behavior (Y2)	0.918	0.925	0.939

The reliability test of this study was fulfilled because the Cronbach's alpha value was above 0.6, while the composite reliability value was above 0.7. On this basis, the instruments

in this study are accurate, stable, and appropriate for determining the size of the constructs or instruments in this study which are considered reliable.

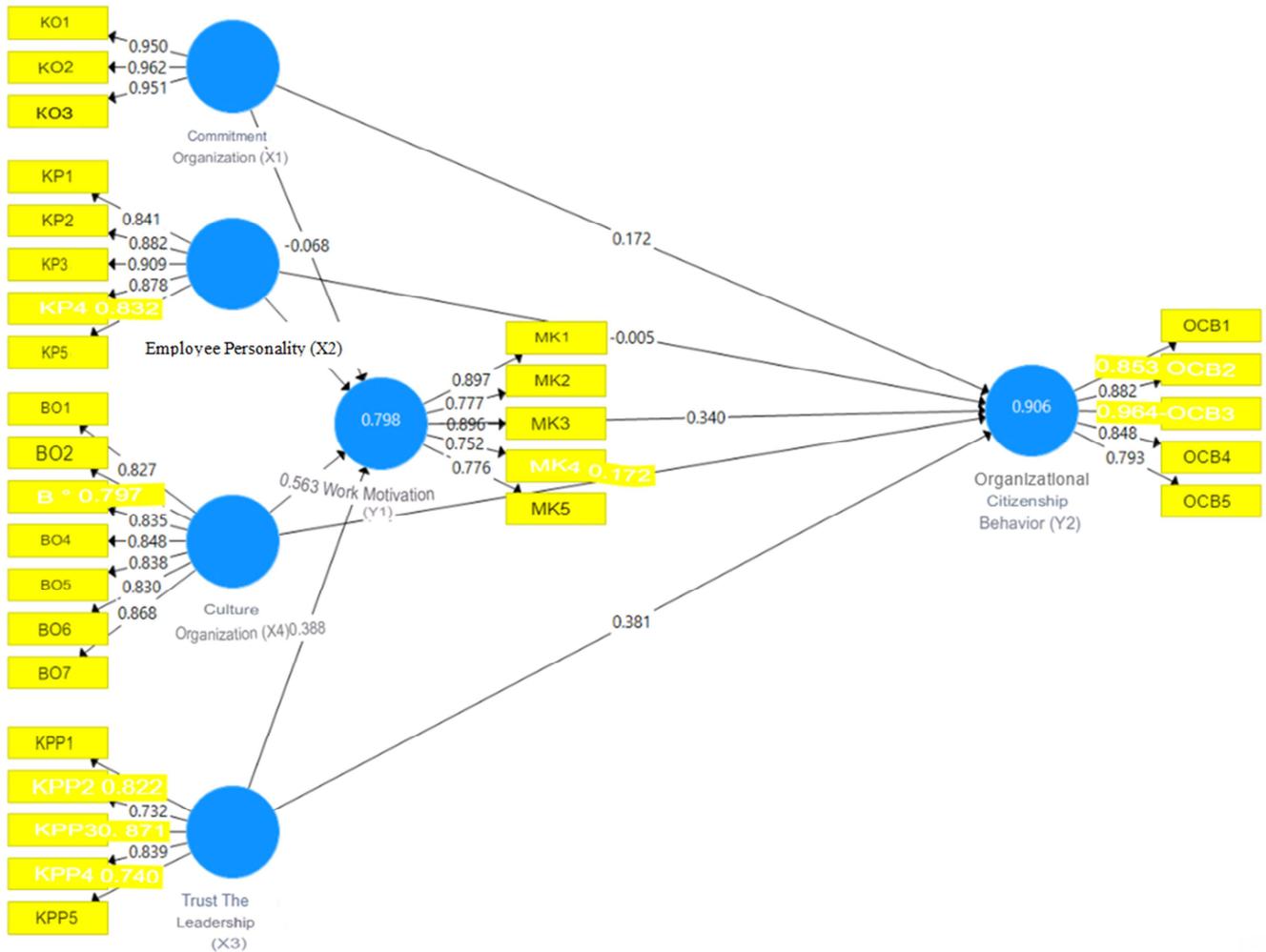


Figure 2. Measurement Model (Outer Model).

The construct variables are considered valid or not highly related if each AVE value is above 0.5. This makes it clear if all the construct variables in this study are considered valid or

have no high relationship between the construct variables
2) Results of the Structure Model (Inner Model)

Table II. R-Square.

	R Square	R Square Adjusted
Work Motivation (Y1)	0.798	0.782
Organizational Citizenship Behavior (Y2)	0.906	0.897

Based on this explanation, the R-square value of the work motivation variable is 0.798. This matter makes it clear that the structural model of the independent variables on the variable of work motivation (intervening) is considered strong. The variables of organizational commitment, employee personality, trust in leaders and organizational culture affect work motivation by 79.8%, while another 20.2% are affected by other variables not

present in this study. The r-square value of the OCB variable is 0.906. This makes it clear if the independent variable structural model on the dependent variable is considered strong. Organizational commitment, employee personality, trust in leaders and organizational culture influence OCB by 90.6%. The remaining 9.4% is affected by other variables that are not in this study.

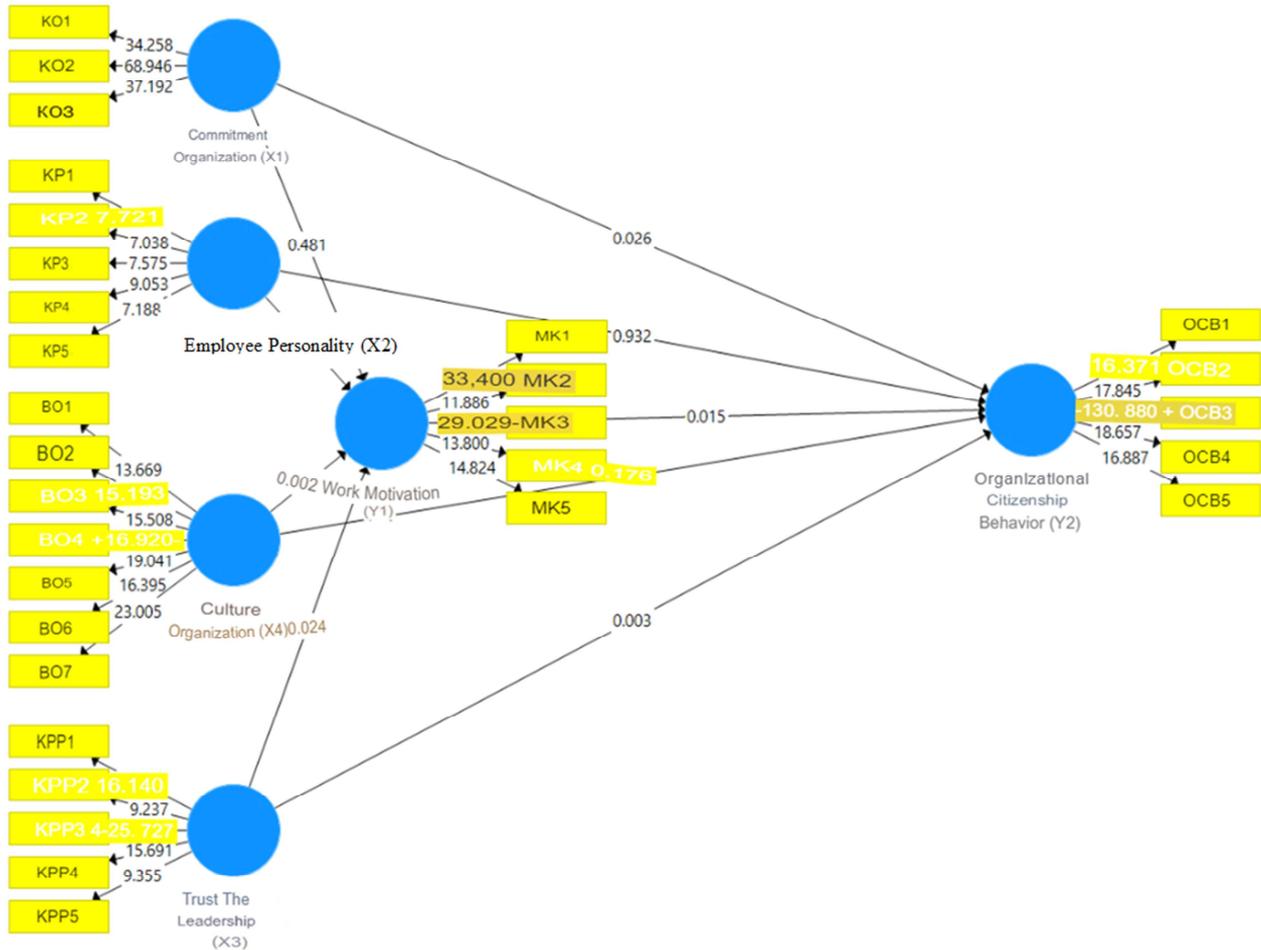


Figure 3. Inner Model.

4. Hypothesis Testing and Discussion

1) The Effect of Organizational Commitment on OCB

Table 12. Path Coefficients.

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Culture (X4) -> Work Motivation (Y1)	0.563	0.565	0.177	3,171	0.002
Organizational Culture (X4) -> Organizational Citizenship Behavior (Y2)	0.172	0.185	0.127	1,967	0.176
Trust in Leadership (X3) -> Work Motivation (Y1)	0.388	0.374	0.172	2,256	0.024
Trust in Leadership (X3) -> Organizational Citizenship Behavior (Y2)	0.381	0.378	0.128	2,974	0.003
Employee Personality (X2) -> Work Motivation (Y1)	0.044	0.067	0.096	0.452	0.651
Employee Personality (X2) -> Organizational Citizenship Behavior (Y2)	-0.005	-0.008	0.063	0.085	0.932
Organizational Commitment (X1) -> Work Motivation (Y1)	-0.068	-0.086	0.096	0.705	0.481
Organizational Commitment (X1) -> Organizational Citizenship Behavior (Y2)	0.172	0.181	0.077	2,235	0.026
Work Motivation (Y1) -> Organizational Citizenship Behavior (Y2)	0.340	0.327	0.139	2,446	0.015

Referring to this presentation, the T-value of organizational commitment to OCB is 2.235 > 1.96 and the P-value is 0.026 < 0.05, with an original sample of 0.172. This means that organizational commitment has a positive and significant effect on OCB. On that basis, the hypothesis which states that organizational commitment has a positive and significant effect on OCB, is accepted.

2) The Effect of Employee Personality on OCB

Referring to this presentation, the T-value is 0.085 < 1.96 and the p-value is 0.932 > 0.05, the original sample is -0.005. This means that employee personality has no significant negative effect on OCB. For this reason, the hypothesis that employee personality has a positive and significant effect on OCB is rejected

3) The Effect of Trust in Leaders on OCB

Based on Table 12, the T-value is 2.974 > 1.96, while the P

value is $0.03 < 0.05$, the original sample is 0.381. This means that trust in the leadership has a positive and significant effect on OCB. The hypothesis which states that trust in leaders has a positive and significant effect on OCB is accepted.

4) *The Influence of Organizational Culture on OCB*

Based on Table 12, the T-value is $1.357 < 1.96$, while the P value is $0.176 > 0.05$, the original sample is 0.172. This means that organizational culture has a positive and insignificant effect on OCB. The hypothesis that organizational culture has a positive and significant effect on OCB is rejected

5) *The Effect of Organizational Commitment on Work Motivation*

Based on Table 12, the T-value is $0.705 < 1.96$, while the P value is $0.481 > 0.05$, the original sample is -0.068. This means that organizational commitment has no significant negative effect on work motivation. The hypothesis states that organizational commitment has a positive and significant effect on work motivation

6) *The Effect of Employee Personality on Work Motivation*

Based on Table 12, the T-value is $0.452 < 1.96$, while the P value is $0.651 > 0.05$, the original sample is 0.044. This means that employee personality has a positive but not significant effect on work motivation. The hypothesis which states that employee personality has a positive and significant effect on

work motivation is rejected.

7) *The Effect of Trust in Leaders on Work Motivation*

Based on Table 12, the T-value is $2.256 > 1.96$, while the P value is $0.064 > 0.05$, the original sample is 0.388. This means that trust in the leadership has a positive and significant effect on work motivation. The hypothesis that says trust in leaders has a positive and significant effect on work motivation is accepted.

8) *The Influence of Organizational Culture on Work Motivation*

Based on Table 12, T-value $3.171 > 1.96$ and P value $0.082 > 0.05$, original sample 0.563. Organizational culture has a positive and significant effect on work motivation. The hypothesis that organizational culture has a positive and significant effect on work motivation is accepted.

9) *Effect of Work Motivation on OCB*

Based on Table 12, the t-value is $2.446 > 1.96$, while the P value is $0.055 > 0.05$, the original sample is 0.340. Work motivation has a positive and significant effect on OCB. The hypothesis that work motivation has a positive and significant effect on OCB is accepted.

10) *The Effect of Organizational Commitment on OCB through Work Motivation*

Table 13. Specific Indirect Effects.

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Organizational Culture (X4) -> Work Motivation (Y1) -> Organizational Citizenship Behavior (Y2)	0.191	0.178	0.087	2,191	0.029
Trust in Leadership (X3) -> Work Motivation (Y1) -> Organizational Citizenship Behavior (Y2)	0.132	0.130	0.089	1,473	0.141
Employee Personality (X2) -> Work Motivation (Y1) -> Organizational Citizenship Behavior (Y2)	0.015	0.024	0.034	0.432	0.666
Organizational Commitment (X1) -> Work Motivation (Y1) -> Organizational Citizenship Behavior (Y2)	-0.023	-0.027	0.033	0.687	0.493

Based on Table 13, T-value $0.687 < 1.96$ and P value $0.493 > 0.05$, original sample (-0.023). Organizational commitment has a negative but not significant effect on OCB through work motivation. For this reason, the hypothesis that work motivation has a positive and significant effect on OCB through work motivation is rejected

11) *The influence of employee personality on OCB through work motivation*

Based on Table 13, the T-value is $0.432 < 1.96$, while the p-value is $0.666 > 0.05$, the original sample is 0.015. Employee personality has a positive but not significant effect on OCB through work motivation. The hypothesis which states that employee personality has a positive and significant effect on OCB through work motivation is rejected.

12) *The influence of trust in leaders on OCB through work motivation*

Based on Table 13, the T-value is $1.473 < 1.96$, while the p-value is $0.141 > 0.05$, the original sample is 0.132. Trust in leaders has a positive and insignificant effect on OCB through work motivation. The hypothesis which states that trust in leadership has a positive and significant effect on OCB

through work motivation is rejected

13) *The Influence of Organizational Culture on OCB through Work Motivation*

Based on Table 13, the T-value is $2.191 > 1.96$ and the P value is $0.029 < 0.05$, the original sample is 0.191. Organizational culture has a positive and significant effect on OCB through work motivation. Regarding this, the hypothesis that organizational culture has a positive and significant effect on OCB through work motivation is accepted

5. Conclusions and Suggestions

5.1. Conclusion

1) Organizational commitment has a positive and important effect on employee OCB. The regression coefficient of organizational commitment is 0.172. Each organizational commitment increases by one unit, triggering employee OCB to increase by 0.142. Organizational commitment has a t-value of $2.235 > t$ table of 1.96 and a P value of $0.026 < 0.05$. Organizational commitment has a perfect effect on

employee OCB because the P value is 0.026. If there is an increase in organizational commitment, it means that there is also an increase in employee OCB. Conversely, if there is a decrease in employee organizational commitment, it means that the OCB behavior of SMK Santo Aloisius Ruteng employees has decreased.

- 2) Employee personality has a negative but not significant effect on OCB. The employee personality regression coefficient is (-0.005). Each employee's personality decreases by one unit, it will cause OCB behavior to increase by 0.005. Each personality increases by one unit, causing OCB to decrease by 0.005. Increasing the personality of SMK Santo Aloisius employees actually causes a decrease in OCB behavior. And vice versa, the more the employee's personality is not improved, the employee's OCB will increase. Employee personality has a t-value of 0.085 < t table of 1.96 and a P value of 0.932 > 0.05. The personality of the employees at SMK Santo Aloisius is not a factor that influences the emergence of OCB behavior.
- 3) Trust in leaders has a positive and important effect on employee OCB. The regression coefficient of the trust variable in the leadership is 0.381. Each trust in the leadership increased by one unit, triggering employee OCB to increase by 0.382. Trust in leaders has a t-value of 2.974 > t table of 1.96 and a P value of 0.003 < 0.05. Trust in leaders has a direct effect on employee OCB because the P value is 0.003. If there is an increase in trust in the leadership, it means triggering an increase in employee OCB. Conversely, if trust in the leadership decreases, it means that the OCB behavior of SMK Santo Aloisius Ruteng employees decreases.
- 4) Organizational culture has a positive and important effect on employee OCB. The organizational culture regression coefficient is 0.172. Each organizational culture increases by one unit, it will cause employee OCB to increase by 0.172. Organizational culture has a t-value of 1.967 > t table of 1.96 and a P value of 0.176 > 0.05. Organizational culture has a positive effect on employee OCB because the P value is 0.176. If the organizational culture increases, the employee's OCB behavior also increases. And vice versa, if the organizational culture decreases, it will further reduce the OCB behavior of SMK Santo Aloisius Ruteng employees.
- 5) Work motivation has a positive and important effect on employee OCB. The regression coefficient of the work motivation variable is 0.340. Each work motivation increases by one unit, it will cause the employee's OCB to increase by 0.340. Work motivation has a t-value of 2.446 > t table of 1.96 and a P value of 0.015 < 0.05. Work motivation has a perfect effect on employee OCB because the P value is 0.015. If work motivation increases, then the employee's OCB behavior also increases. And vice versa, if the employee's work motivation decreases, the OCB behavior of SMK Santo Aloisius Ruteng employees will decrease.
- 6) Organizational commitment has a negative effect and is not important enough to work motivation. The regression coefficient of organizational commitment is (-0.068). Each organizational commitment decreased by one unit resulting in work motivation increasing by 0.068. For each organizational commitment there is an increase of one unit, meaning that it will cause work motivation to decrease by 0.068. Increasing organizational commitment at SMK Santo Aloisius tends to reduce work motivation. Conversely, the more organizational commitment is not increased, it means that employee motivation is increasing. Organizational commitment has a t-value of 0.705 < t table of 1.96, while a P value of 0.481 > 0.05. The organizational commitment of employees at SMK Santo Aloisius is not a factor in increasing work motivation.
- 7) Employee personality has a positive, although not important, effect on work motivation. Employee personality regression coefficient is 0.044. Each personality experienced an increase of one unit, meaning that it resulted in an increase in work motivation of 0.044. If the employee's personality level is good, it means that work motivation will increase. On the other hand, if the employee's personality level is bad, it will result in a decrease in the work motivation of the Santo Aloisius Ruteng Vocational School employees. Employee personality has a t-value of 0.452 < t table of 1.96, while a P value of 0.651 > 0.05. The personality level of SMK Santo Aloisius Ruteng employees has not been able to increase work motivation significantly.
- 8) Trust in leaders has a positive and important effect on employee motivation. The regression coefficient of trust in the leadership is 0.388. Each trust in the leadership increased by one unit resulting in employee motivation increasing by 0.388. Trust in the leadership had a t-value of 2.256 > t table of 1.96, and a P value of 0.024 < 0.05. Trust in leaders has a perfect effect on employee motivation because the p-value is 0.024. If trust in the leadership increases, then there will also be an increase in employee motivation. Conversely, if there is a decrease in trust in the leadership, it means that the work motivation of the employees of SMK Santo Aloisius Ruteng has decreased.
- 9) Organizational culture has a positive and important effect on employee motivation. The organizational culture regression coefficient is 0.563. For each organizational culture, an increase in one unit will result in an increase in employee motivation by 0.563. Organizational culture has a t-value of 3.171 > t table of 1.96 and a P value of 0.002 < 0.05. Organizational culture has a perfect effect on employee motivation because the P value is 0.002. When organizational culture has increased, of course there has also been an increase in employee motivation. On the contrary, the organizational culture has decreased, meaning that it has increasingly reduced the work motivation of the SMK Santo Aloisius Ruteng employees.

- 10) Organizational commitment has a negative but insignificant effect on OCB through work motivation. The regression coefficient of organizational commitment is (-0.023). Organizational commitment has a t-value of $0.687 < t$ table of 1.96, while a P value of $0.493 > 0.05$ for OCB through work motivation. Employees who are proud of the organization, have a willingness to take sides and have loyalty to the organization do not feel motivated at work, so they do not increase the growth of OCB.
- 11) Employee personality has a positive, although not important enough, effect on OCB through work motivation. Employee personality regression coefficient of 0.015. Employee personality has a t value of $0.432 < t$ table of 1.96, while a P value of $0.666 > 0.05$ for employee OCB through work motivation. After employees improve their personality well, employees tend to immediately increase OCB behavior without having to have work motivation first.
- 12) Trust in leaders has a positive, although not significant enough, effect on OCB through work motivation. The regression coefficient of trust in the leadership is 0.132. Trust in leaders has a t value of $1.473 < t$ table of 1.96 and a P value of $0.141 > 0.05$ for employee OCB through work motivation. After employees have developed good trust in their leaders, employees tend to immediately increase OCB behavior without having to have work motivation first
- 13) Organizational culture has a positive and important effect on OCB through work motivation. The organizational culture regression coefficient is 0.191. Organizational culture has a t value of $2.191 > t$ table of 1.96 and a P value of $0.029 < 0.05$ for employee OCB through work motivation. After employees improve organizational culture well, it causes employees to feel motivated in their work to improve OCB behavior.
- a) Increasing civic virtue (voluntary participation, courtesy, agreeableness, to accelerate the achievement of 8 National Education Standards (SNP).
- b) Improving self-development to support the fulfillment of the 8 National Education Standards for SMK Santo Aloisius (SNP).
- 3) Suggestions for further researchers
- a) Using measurement and other analytical techniques to dig deeper into the factors that influence OCB.
- b) Conducting research on a broader object from several other areas that have different cultures and work environments.
- c) Analyze further the factors that influence OCB on a larger number of samples.

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5.2. Suggestion

- 1) Suggestions for the Organizer Management of SMK Santo Aloisius
- a) Adding HR R&D (Research and Development) division specifically for employee OCB development. Programs that can be developed include personality development and increased employee commitment,
- b) Creating a more harmonious working relationship with employees oriented towards professionalism, recognition for performance, willingness to take sides, openness, and result orientation.
- c) Providing training and encouraging employees to improve competency in certified expertise.
- d) Programs to strengthen organizational culture by imbuing the institution's unique spirituality, namely brotherhood of love and peace as the strength of the school as an important factor in OCB.
- e) Providing recognition for employee work, employee achievement opportunities
- 2) Suggestions for employees of SMK Saint Aloisius

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