

THE EFFECT OF WORK SATISFACTION AND LEADERSHIP STYLE ON ORGANIZATION COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) EMPLOYEES AT THE DEPARTMENT OF EDUCATION OF YOUTH AND SPORTS NORTH LOMBOK

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Abstract : *The objectives of this study are : (1) To analyze the significance of the influence of Job Satisfaction on organizational commitment. (2) To analyze the significance of the influence of the Leadership Style on organizational commitment. (3) To analyze the significance of the effect of Job Satisfaction on Organizational Citizenship Behavior (OCB). (4) To analyze the significance of the influence of the Leadership Style on Organizational Citizenship Behavior (OCB). (5) To analyze the significance of influence of Organizational Commitment to Organizational Citizenship Behavior (OCB). The type of research used in this study is associative causal research . Population of this research is all employees of Education Office of Youth and Sports District of Lombok Utara number 96 person . The data collection tool to be used is questionnaire . Data analysis and hypothesis testing of this research is done by Partial Least Square (PLS) approach using SmartPLS version 2.0 software . From the results of research and discussion above, then the conclusions of research that can be taken a dalah : (1) Job Satisfaction have a positive and significant influence on Employee Organization Commitment. (2) Leadership style has a positive and significant influence on Employee Organization Commitment. (3) Job Satisfaction has a positive and significant influence on Organizational Citizenship Behavior Employees. (4) Leadership style has a positive and significant influence on Organizational Citizenship Behavior Employee. (5) Organizational Commitment has a positive and significant influence on Organizational Citizenship Behavior Employees .*

Keywords: *Job Satisfaction , Leadership Style , Organizational Commitment , Organizational Citizenship Behavior .*

1. PRELIMINARY : INTRODUCTION

Humans always play an active and dominant role in every organization, because humans become planners, actors and determinants of achieving organizational goals. The purpose of the organization is impossible to achieve without human role. Organizations generally believe that to achieve excellence must cultivate the highest individual performance, since essentially individual performance affects group performance, and ultimately affects overall organizational performance. Good performance demands "behavior" of employees the organization expects. The behaviors that the organization demands today are not only in-role behaviors but also extra-role behaviors. This extra-role behavior or extra-role behavior is also called *Organizational Citizenship Behavior* .

Organizational Citizenship Behavior (OCB) also referred to as extra-role behavior including extra-role individual behavior, all positive behaviors including political behavior such as full and responsible participation in organizational activities. Extra role behaviors are work-related behaviors that are not found in the employee's formal employment description but are highly valued if shown by employees because they improve organizational effectiveness and survival (Katz in Purba & Seniati, 2004). OCB is a term used to identify employee behavior so it can be called a "good member" (Sloat in Novliadi, 2007). OCB is an individual positive behavior as a member of the organization in the form of conscious and voluntary willingness to work and contribute to the organization more than what is formally required in the organization. The OCB has an important role for the success of the organization.

The importance of building *Organizational Citizenship Behavior* (OCB) is not apart from the commitment of employees in the organization. Employee commitment will encourage the creation of *Organizational Citizenship Behavior* (OCB). Commitment organization becomes one of the factors that affect the *Organizational Citizenship Behavior* (OCB) (Gautam Van Dick, *et al* , 2004). As for the concept organizational commitments by Meyer and Allen (1991) in Nursyamsi (2013) states that there are three forms of commitment among them: (1) commitment affective; (2) normative commitment; and (3) continuous commitment (sustainable)

In today's dynamic world of work, tasks are increasingly being done in teams and where flexibility is of crucial importance, organizations require employees who will engage in OCB behaviors such as making constructive statements about their work groups and organizations, helping others in their teams, avoiding unnecessary conflicts, respect for organizational rules, and others (Robbins, 2006).

Organizational Citizenship Behavior can arise from a variety of factors in the organization, among them due to employee job satisfaction and high organizational commitment (Robbin and Judge, 2007). Kreitner and Kinicki (2008) stated that OCB is positively correlated with organizational commitment.

Kaita nnya with organizational commitment, Robin (2003) defined as a situation where an employee is in favor of a particular organization and its goals, and intends to maintain membership in the organization. Organizational commitment according to Luthans (2006: 249) is an attitude of employee loyalty and the continuing process of an organization member expressing their attention to the success and goodness of the organization. This loyalty attitude is indicated by three things: (1) one's strong desire to remain a member of the organization ; (2) a willingness to exert his efforts for his organization; (3) strong belief and acceptance of organizational values and goals. Organizational commitment will make the worker give the best to his organization. Highly committed workers will be more work-oriented, will tend to be happy to help and can work together.

Meanwhile, according Griffin (2004), organizational commitment is an attitude that reflects the extent to which an individual knows and tied to the organization. A highly committed individual individual will likely see himself as a true member of the organization. when a person has a high commitment to his organization, then that person will do anything to advance his company because of his belief in his organization (Luthans, 1995).

Organizational commitment i can be influenced by various factors , the only one is job satisfaction. According to Robbins and Judge (2008: 107-108) "Job satisfaction can be defined as a person's positive feelings about his work such as feelings of pleasure, displeasure or satisfaction or dissatisfaction". This understanding shows the important aspects of a job that show a person's feelings about every aspect that can affect his work that leads to feelings of satisfaction or dissatisfaction. The factors can be satisfaction with the nature of the job, satisfaction with the boss, satisfaction of salary and wages, satisfaction of promotion opportunities, and satisfaction with the relationship with colleagues.

Organizational commitment i can also be influenced by the leadership style factor n which is applied by the leadership in an organization. Leadership style is one of the leadership models that are considered more complete and have many advantages especially for organizational change.

Leadership style is one important tool that influential in organizational change . Leadership style is a leadership that gives individualized and charismatic intellectual stimulation and stimulation (Robbins and Judge, 2007).

According to Robbins and Judge (2008: 49) "The leadership (*leadership*) can be defined as the ability to influence a group in order to achieve a vision or set of goals set". This understanding shows that leadership is aimed at giving influence to individuals and groups to work together, with the same goal of achieving a pre-planned goal. Of course, if the individual or group of followers can be influenced by the leadership power possessed by a leader, then they will consciously and willingly and wholeheartedly want to follow the direction of their leader.

According to Rivai (2005: 2), the definition of leadership is broadly involves the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing interpretation of the events of his followers, organizing and activities to achieve goals, and group work, the acquisition of support and cooperation from people outside the group or organization.

The function of leadership can be seen from the aspect of the ability to move and motivate subordinates, the ability to consult with subordinates, the ability to enable subordinates to participate in making decisions, the ability to delegate authority, leaders who have the same principles, perceptions and aspirations with subordinates, the ability to organize the activities of members directed and in coordination, the ability to provide guidance, direction, coordination, and supervision to subordinates. (Rivai, 2005: 53-54)

There are some previous researchers who have conducted research with the topic komitmen organization and Organizational Citizenship Behavior (OCB) . Beny et al (2015) found that commitment work has a positive and significant impact on Organizational Citizenship Behavior (OCB) employees . Rita (2012) finds that job satisfaction described by *pay satisfaction* has a positive effect on OCB . a study that has been done by Sartika (2014) found that Direct Leadership Style has a significant positive relationship to organizational commitment of employees. The better the employee's perception of the Leadership Style will be the higher the organization's commitment. The results of Yohannes's (2016) study show that Leadership Style has significant influence on Organizational Commitment and OCB. The results of Yohannes's (2016) study also show that Organizational Commitment has a significant effect on and OCB.

Some subsequent researchers have little difference with the results of research found by researchers who have delivered. One of them is research findings from Mariyanti (2014) found that job satisfaction has no significant effect on organizational commitment . Rita (2012) found that the benefit of satisfaction did not significantly influence positively on OCB and antecedent factors (pay satisfaction and benefit satisfaction) together - the same does not

significantly affect the OCB. Beny et al (2015) found that employment impact positively and insignificantly affecting employee's Organizational Citizenship Behavior (OCB) . Nugroho (2011) who found that Leadership Style has no significant effect on organizational commitment. The results of Shafira, Endang, and Ika (2016) found that Leadership style has a negative and insignificant effect on Organizational Citizenship and organizational commitment .

In practice every organization expects its members to behave extra in their work. One of them is the Education Office of Youth and Sports of North Lombok Regency. The main tasks carried out are to carry out public services, Education affairs, Youth and Sports which includes the Field of Education for Early Childhood Education and Non Formal Education, Primary Education, Junior High School Development, Field of Coaching and Youth and Sports in accordance with the applicable provisions to improve the quality of education and Youth and sports development.

In carrying out its duties there are still some obstacles such as the lack of coordination. Human resources with education responsibilities are still not able to innovate and coordinate with the scope as with the supervisors of both elementary / junior high school and so on because merakalah the closest and know every issue that occurs in the world of education.

In addition, in terms of employee job satisfaction , it appears that employees are happy to work because the wages received in accordance with the standards set by the government . Practically, the leadership in Dikpora District of North Lombok Regency always seems oriented to implement effective Leadership in its management . In its interaction , leaders often see the situation to be able to direct their subordinates. They provide direction through the application of leadership both in terms of the function of instruction, consultation, patentation, delegation, and control that must be implemented as a leader.

Meanwhile, in terms of the commitment, the employees never Mengel u hkan working conditions they feel and abandon their responsibilities at work. Meskipun they have to work a field with difficult terrain traversed and have a high risk for hill and mountain regions. Based on the initial observations that researchers do it can be seen that OCB employees are still relatively low enough. This can be seen from several indicators that the behavior of mutual help has not been fully practiced, it is seen from all subordinates still indifferent in doing their respective jobs.

The Objective of this study are:

- 1) To analyze the significance of the influence of Job Satisfaction on organizational commitment at the Employees of Youth and Sport Education Office of North Lombok Regency.
- 2) To analyze the significance of the influence of the Leadership Style on organizational commitment to the Employee of Youth and Sport Education Office of North Lombok Regency.
- 3) To analyze the significance of the effect of Job Satisfaction on Organizational Citizenship Behavior (OCB) on the Employee of Youth and Sports Education Office of North Lombok Regency.
- 4) To analyze the significance of the influence of the Leadership Style on the Organizational Citizenship Behavior (OCB) on the Employees of the Education Office of Youth and Sports of North Lombok Regency.
- 5) To analyze the significance of the influence of Organizational Commitment to Organizational Citizenship Behavior (OCB) to the Employee of Youth and Sport Education Office of North Lombok Regency.

2. THEORETICAL BASIS:

2.1. Job satisfaction

Locke in Luthans (2006) defines job satisfaction as a result of a career's perception of how well their work delivers what is important. According Hasibuan (2007), "Job satisfaction (*job satisfaction*) is a pleasant emotional attitude and love his job. This attitude is reflected by work morale, discipline, and performance "

Job satisfaction is related to the fulfillment of the needs of employees who feel fulfilled their needs will perceive himself as an employee who has satisfaction over his work. Conversely dissatisfaction arises when one or a part of his needs can not be met. Job satisfaction is one of the determinants of high and low performance of employees (Robbins 2007)

According to Celluci, Anthony, and David in Mas'ud (2009: 185-186) the work episode can be measured from :

- (1) Division of tasks in accordance with the competencies and skills possessed
- (2) The work that is charged to me does not outweigh the tupoksi I have.
- (3) The facilities and infrastructure that support my work meets the standards set out
- (4) The organization provides salaries based on principles of justice
- (5) The salary and wages I receive are in accordance with the responsibilities I bear
- (6) Provision of salary and benefits is always on time that has been set
- (7) People who work to support each other's colleagues
- (8) Everyone can work as a solid working team
- (9) Members of the organization pay close attention to each other in the work environment
- (10) The organization provides an opportunity for its members to develop a career within the organization
- (11) Career development opportunities based on Performance
- (12) There are opportunities and opportunities that are the same as other professions in developing careers.

- (13) The boss gives support to subordinates
- (14) The employers provide feedback on the job
- (15) The Leader has implemented the same rules for all employees .

2.2. Leadership Style

Leadership (*leadership*) can be defined as the ability to influence a group in order to achieve a vision or set of goals set (Robbins and Judge, 2008: 49). According to Rivai (2005: 2), in his book entitled "Leadership and Organizational Behavior" states that the definition of leadership is broad, is to include the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influence the interpretation of the events of his followers, organizing and activities to achieve goals, maintaining cooperative relations and group work, obtaining support and cooperation from people outside groups or organizations.

The function of leadership is related to the social situation in the life of the group or organization in which the leadership function must be manifested in the interaction between individuals. According Rivai (2005: 53) operationally the main functions of leadership can be distinguished as follows:

(1) Instructive Functions

This function is one-way communication. The leader as a communicator is the party who determines what, how, when, and where the order is done so that the decision can be implemented effectively. Effective leadership requires the ability to move and motivate others to carry out orders.

(2) Consultative Functions

This function is a two-way communication. In the first stage of determining decisions, leaders often need consideration materials that require consultation with the people they lead who are deemed to have the various information materials needed to make decisions. The next stage of consultation from the leadership of the leaded person can be done after the decision is established and is in operation. The consultation is intended to obtain feedback in the form of feedback to improve and refine the decisions that have been established and implemented. By carrying out consultative functions can be expected decisions of the leadership, will get support and more easily instructed so that leadership takes place effectively.

(3) Function of Participation

In carrying out this function the leader tries to activate the people he leads, either in the participation of decision making and in carrying it out. Participation does not mean to be free to do as it wishes, but it is done in a controlled and directed form of cooperation by not interfering or taking on the basic task of others. Leader participation must remain in the function of the leader and not the executor.

(4) Delegate Function

This function is carried out by delegating authority to make or make decisions, either through approval or without the consent of the management. The function of the delegation basically means trust. The recipients of the delegation must be believed to be assistant leaders who share the same principles, perceptions and aspirations.

(5) Control Function

The control function implies that successful / effective leadership is able to organize the activities of its members directed and in effective coordination, thus enabling the achievement of shared goals to the fullest. This control function can be realized through guidance, direction, coordination, and supervision activities.

According to Rivai (2005: 53-54) indicators of leadership functions can be among others as follows:

- (1) Leaders are able to move and motivate subordinates to carry out orders
- (2) leaders conduct consultations with subordinates who have a variety of information materials needed in decision making.
- (3) leaders try to enable subordinates to participate in making decisions and in implementing them
- (4) leaders delegate authority in decision-making with trust
- (5) leaders who share the same principles, perceptions and aspirations with subordinates
- (6) Leaders are able to organize the activities of their members in a direction and in effective coordination
- (7) Leaders do guidance, direction, coordination, and supervision to subordinates.

2.3. Organizational Commitment

Organizational commitment is a strong belief and acceptance of organizational goals and values, the willingness to exert sufficient effort on behalf of the organization, and a definite desire to maintain organizational membership (Pratiwi, 2013).

Lutans (2006) defines organizational commitment as (1) a strong desire to remain a member of a particular organization, (2) a desire to strive according to the organization's desires, and (3) strong beliefs and acceptance of organizational values and goals. Furthermore, organizational commitment is an attitude that reflects employees' loyalty to the organization and the ongoing process in which organizational members express their concern for the organization and its continued success and progress (Luthans, 2006).

According to Meyer, Allen, Smith (1993) in Mas'ud, (2004: 223), The elements of affective commitment measure (*affectif commitment*) consist of:

- (1) The happiness of spending a career during joining the organization.
- (2) Feeling that the organization issue is also the employee's own problem.
- (3) Have a strong sense of ownership in the organization
- (4) Feeling part of the organization's family.

According to Meyer, Allen, Smith (1993) in Mas'ud, (2004: 223), Elements of the sustainability commitment measure have the following measuring elements:

- (1) I am afraid there is no alternative work if I leave this organization
- (2) I feel a lot of things that will be disturbed in my life if I leave this organization
- (3) Currently working in this organization is both a necessity and a desire
- (4) One of the main reasons I continue to work in this organization because it requires a great sacrifice to leave it.

According to Meyer, Allen, Smith (1993) in Mas'ud, (2004: 224), Measures of Commitment Commitment normative elements with measuring elements as follows:

- (1) Moving from one organization to another seems unethical
- (2) M Erasa keep working in this organization is a moral obligation
- (3) If I get a better job offer in another organization, I will not feel that the offer is a good reason to leave this organization
- (4) K e believe an of the value of staying true to one organization .

2.4. Organizational Citienship Behavior (OCB)

In the Indonesian vocabulary, OCB is often paired as an Organizational Citizenship Behavior. OCB itself is defined as an *extra-role behavior* that does not form part of an employee's *in-role behavior* , and if shown will improve organizational function effectively (Robbins, 2008). OCB is voluntary individual behavior (no coercion), not directly or explicitly acknowledged formally by a reward system and overall it is expected to promote the efficiency and effectiveness of organizational functions (Organ, Podsakoff, & MacKenzie, 2006) . The OCB shown can be in the form of behaviors, such as: helping co-workers who have a piling job, avoiding unnecessary conflicts, sticking to company regulations even when no one is watching, willing to tolerate and struggling for the company in difficult circumstances, willing actively involved in maintaining the survival of the organization, maintaining the good name of the company, boasting the company outside the company, and others. Without OCB, organizations will be vulnerable and easily crushed in competition.

Organizational citizenship behavior (OCB) is a behavior that is individual choice and initiative, unrelated to the formal reward system of the organization but in aggregate to increase organizational effectiveness. The indicators used are as follows (Organ, *et al* , 2006):

- 1) *Altruism*, consisting of willing to help co-workers whose work is *over loaded and* willing to help orientation and adaptation of new employees even when not requested
- 2) *Conscientiousness*, composed of willing to provide information on co-workers about the job and b ailable accept criticism of my work.
- 3) *Sportmanship*, consisting of never complaining about the unfavorable work environment and blaming others for my job failures.
- 4) *Courtesy* ie trying to maintain the good image of the company where I work and pay attention to the sustainability of the company where I work
- 5) *Civic Virtue* ie willing to work overtime and use working hours to work effectively.

3. CONCEPTUAL FRAMEWORK AND HYPOTHESES :

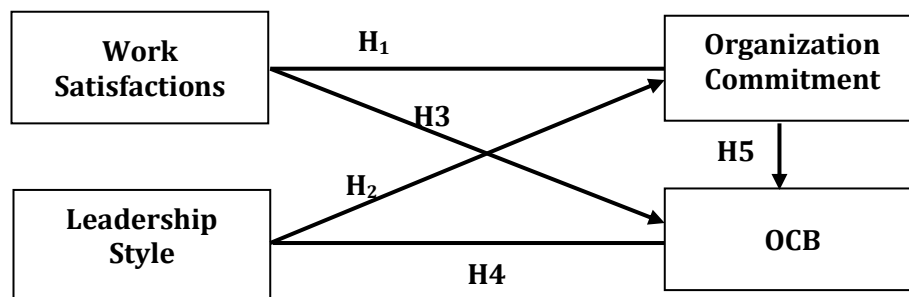


Figure 3 . 1. Conceptual Framework of Research Model

Hypothesis in this research is as follows:

- 1) H1: Allegedly higher job satisfaction it will have an impact on the higher Organizational Commitment of employees .
- 2) H 2 : Allegedly the more effective Leadership Style applied by the employer will have an impact on the higher Organizational Commitment of employees .
- 3) H 3 : Suspected the higher the employee job satisfaction will have an effect on the higher Organizational Citizenship Behavior (OCB) employees .
- 4) H 4 : Suspected the more effective the Leadership Style Leadership applied by superiors will have an impact on the higher Organizational Citizenship Behavior (OCB) employees .
- 5) H 5 : Suspected the higher the Organizational Commitment will have an impact on the higher Organizational Citizenship Behavior (OCB) employees .

4. RESEARCH METHODS:

This type of research used in this research is associative kausal. According Sugiyono (2011), associative causal research is a type of research that aims to determine the causal relationship between two or more variables. The population of this study is all employees North Lombok District Youth Education Office a total of 96 person

The data collection tool to be used is a questionnaire, ie a list of questions / statements that are logically related to the research problem, and each question / statement is an answer that has a meaning in testing the hypothesis (Nazir, 2005).

In this study each question / statement on the questionnaire studied was measured using a score that refers to the *Likert Scale* (scoring form). According Sugiyono (2011) *Likert scale* is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena.

Data analysis and hypothesis testing of this research is done by *Partial Least Square* (PLS) approach using *SmartPLS* version 2.0 software . PLS is structural equation model (SEM) based on components or variants (*variance*). According to Ghazali (2012) PLS is an alternative approach that shifts from SEM-based approach to *covariance* becomes a variant based . SEM based covariance generally test the causality or theory while PLS is more *predictive model* .

5. RESEARCH RESULT :

Tests with the PLS approach are practical because these tests are not limited by having to meet normally distributed data and limit the number of data samples. Data analysis with PLS approach is done by evaluating *measurement model* and *structural model*.

By using PLS (Partial Least Square) version 2.0, and by calculating the algorithm (*missing value* : -0.1, *data metric* : mean 0 and variance 1, weighting scheme: path, max number iteration: 500, stop *criterion accuracy* : 0.0010) then obtained Figure 5.1. which is the *output path diagram* in SmartPLS 2.0. values as follows:

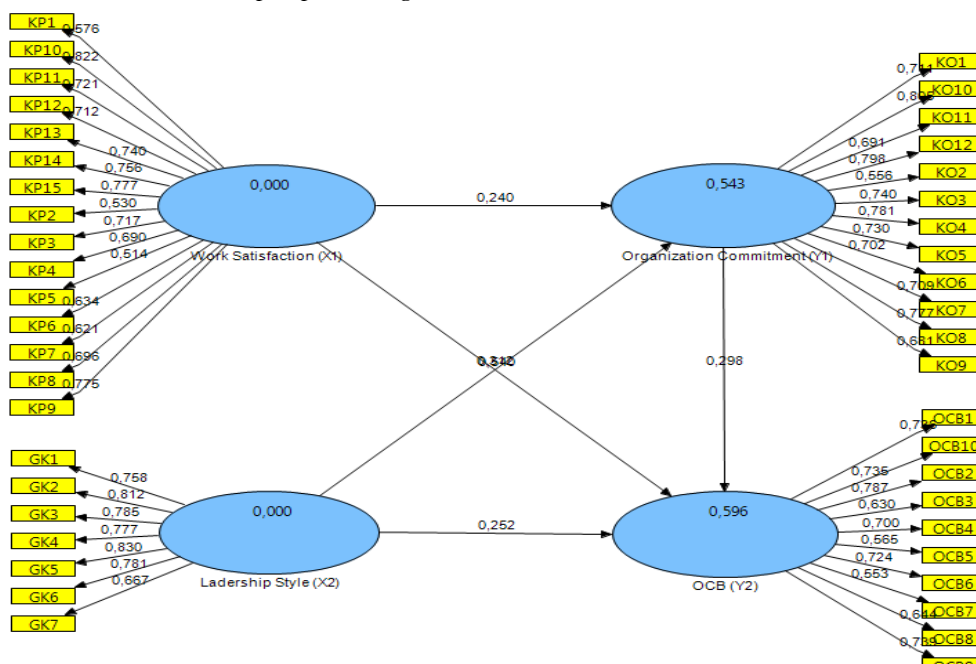


Figure 5 .1. which is the *output path diagram*

The value of R^2 generated as a result of evaluation of this research model can be seen in the following table.

Table 5 . 1 . R Square Model Value

No.	Variables	R Square
1	Organizational Commitment (Y1)	0.543323
2	OCB (Y2)	0.596181

The total data diversity that can be explained by this research model is measured by:

$$Rm^2 = 1 - R_1^2 \cdot R_2^2$$

$$Rm^2 = 1 - (0.543)^2 * (0.596)^2$$

$$Rm^2 = 1 - 0.295 * 0.355$$

$$Rm^2 = 1 - 0.105$$

$$Rm^2 = 0.895$$

In this case Rm^2 , together with the interpretation of the coefficient of determination (R^2) in the regression analysis. Based on the results of the total determination coefficient of 0.895 means the diversity of data that can be explained by the model of this study is equal to 89.5%. While the rest is explained by another variable from outside the model that is not included in this research model

To determine the significance level of the path coefficient, the value t (t-value) generated by running the Bootstrapping algorithm is used to determine whether or not the hypothesis is accepted. At the 0.05 significance level, the hypothesis will be supported if the t-value exceeds its critical value, that is 1.98498. The test results of significance level can be seen in table 5 .2 ., Which summarizes the results of hypothesis testing with PLS approach .

Table 5 .2. Structural Test Results Model

Influence between Variables	Coefficient	T Statistics	Information
Job Satisfaction (X1) -> Organizational Commitment (Y1)	0.239578	2.327383	Significant
Leadership Style (X2) -> Organizational Commitment (Y1)	0.540297	5,380935	Significant
Job Satisfaction (X1) -> OCB (Y2)	0.312146	3.029013	Significant
Leadership Style (X2) -> OCB (Y2)	0.252194	2,002242	Significant
Organizational Commitment (Y1) -> OCB (Y2)	0.298194	2.801549	Significant

Based on the above table it can be seen that:

- 1) Job satisfaction has a positive and significant effect of 0.239 to the Commitment of Employees Organization of Youth and Sport Education Office of North Lombok Regency.
- 2) Leadership style has a positive and significant influence of 0,540 towards Commitment of Employees Organization of Education Office of Youth and Sports of North Lombok Regency.
- 3) Job Satisfaction has a positive and significant effect of 0.312 to *Organizational Citizenship Behavior* Employee of Youth and Sport Education Office of North Lombok Regency.
- 4) Leadership style has a positive and significant influence of 0.252 to *Organizational Citizenship Behavior* Employees Youth Education Office and Sports District of North Lombok.
- 5) Organizational Commitment has a positive and significant influence of 0.298 to *Organizational Citizenship Behavior* Employee of Youth and Sport Education Office of North Lombok Regency.

6. DISCUSSION :

Organizational Citizenship Behavior (OCB) is defined as an *extra-role behavior* that does not form part of an employee's *in-role behavior* , and if shown will effectively improve organizational functioning (Robbins and Judge, 2008). OCB is voluntary individual behavior (no coercion), not directly or explicitly acknowledged formally by a reward system and overall it is expected to promote the efficiency and effectiveness of organizational functions (Organ, Podsakoff, & MacKenzie, 2006) .

The importance of building *Organizational Citizenship Behavior* (OCB) can not be separated from the commitment of employees in the organization. Employee commitment will encourage the creation of *Organizational Citizenship Behavior* (OCB). Organizational commitment is one of the factors that influence the *Organizational Citizenship Behavior* (OCB) (Gautam Van Dick, *et al* , 2004).

Organizational Citizenship Behavior can arise from various factors in the organization, among them due to employee job satisfaction and high organizational commitment (Robbin and Judge, 2008). Kreitner and Kinicki (2008) stated that OCB is positively correlated with organizational commitment. George and Brief (1992) argue that one's willingness to help others is also influenced by *mood* or pleasure in work .

Job satisfaction can be defined as a person's positive feelings about feelings of pleasure, displeasure or satisfaction or dissatisfaction with his work. This understanding shows important aspects in a job that expresses one's feelings (Robbins and Judge, 2008: 107-108).

George and Brief (1992) argue that one's willingness to help others is also influenced by *mood* or pleasure in work. So it can be concluded that there is a significant influence of Job Satisfaction on *Organizational Citizenship Behavior*.

7. CONCLUSION :

From the results of the research and the discussion above, then the conclusions of the research that can be taken are as follows :

- (1) Job Satisfaction has a positive and significant influence on Organizational Commitment of Youth Education Office of Youth and Sports Service of North Lombok Regency.
- (2) Leadership style has a positive and significant influence on Organizational Commitment of Employees of Public Works Office of Regency / City of Lombok Island.
- (3) Job Satisfaction has a positive and significant influence on the *Organizational Citizenship Behavior* Employee of Youth and Sport Education Office of North Lombok Regency.
- (4) Leadership style has a positive and significant influence on the *Organizational Citizenship Behavior* of the Youth Education and Training Service Office of North Lombok Regency.
- (5) Organizational Commitment has positive and significant influence on *Organizational Citizenship Behavior* of Youth and Sports Education Service Office of North Lombok Regency.

8. SUGGESTION:

As for some suggestions that can be recommended based on research results are as follows:

- (1) Job Satisfaction perceived by the Employee needs to be improved especially in the case of facility facilities. So far, the facilities provided by the agency in support of the employee's work are already meet the standards that in fact are not yet fully optimally. Therefore, the facilities of this work facility should be further enhanced by management in the future to improve employee job satisfaction.
- (2) Aspects of leadership style adopted by the leader or supervisor in the Department of Education Youth and Sports North Lombok also need to be improved, especially in the aspect of engaging an activity of members in a focused way, providing guidance, direction, coordination, and supervision to subordinates, activities of consultation with subordinates who have a variety of information materials needed in decision making. This aspect should be considered by the leadership in order to renew his leadership style in directing subordinates.
- (3) The aspect of employee commitment becomes an important thing to note the organization. Especially in aspects that are still responded to low by the respondents, especially on the aspect of the paradigm of employees who feel that they feel a lot of things that will be disrupted in life when leaving the organization and they feel the need for great sacrifices if you want to leave the organization. This paradigm should continue to be communicated to employees so that they become very loyal to the work and the organization.
- (4) In the aspect of extra-role behavior, the lowest response provided by the employee is on the item Willingness never complains about the unfavorable working environment. Although this item shows a high category, but this item becomes the lowest item of ten extra behavior items. Therefore, the work environment must be arranged in such a way by the management so that it becomes a conducive work environment and is highly favored by employees in the work.
- (5) For researchers who are interested in the same title with direct and indirect impact studies using path analysis, it is important to pay attention to such things as the subject of research also needs to be expanded with larger numbers of respondents so that the accuracy of models with variations in influence can be even higher in finding the optimal model on Organizational Commitment and *Organizational Citizenship Behavior* Employee.

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