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## Analysis Quality and Leadership on Organizational Citizenship Behavior and Performance in Government Service

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### Abstract

This study aims to determine the effect of Quality and Leadership on Organizational Citizenship Behavior and Performance in Government Service. The method used is quantitative, with a sample in the study 50 respondents. statements on questioner based on survey kepuasan masyarakat (SKM) has adjusted research variables. Data analysis techniques using Smart PLS. The test results obtained Human Resource Quality haven't significant on Employee Performance, Human Resource Quality haven't significant on Organizational Citizenship Behavior, Leadership Style has significant on Organizational Citizenship, Leadership Style has significant on Organizational Citizenship Behavior, and Organizational Citizenship Behavior has significant on Employee Performance Government Service

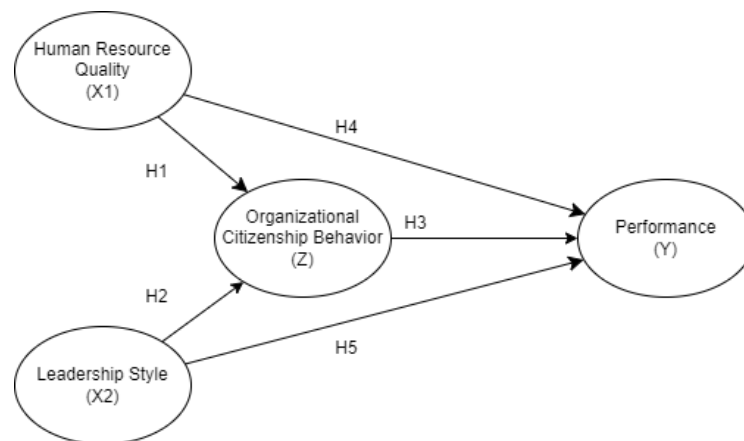
**Keywords:** *Quality, Leadership, Organizational Citizenship Behavior, SKM*

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### INTRODUCTION

Good governance prioritizes to good service, including the convenience of services received, the availability of existing services, and the handling time provided. Good governance is a concept that builds and applies the principles of professionalism, democracy, transparency, efficiency, accountability, effectiveness, excellent service (Anggara, 2017). To realize good governance need to improve employee performance, that can be used as guidelines or references responsibility of fulfilling services. Guidelines for fulfilling services in technical documents, standard operational procedure (SOP) documents. Surabaya Government services can be accessed web pages and mobile applications, regulated in Peraturan Daerah No 4 Tahun 2014 concerning public service delivery (Surabaya, 2014). 694 Surabaya government public services with their respective duties and functions. Surabaya strives to provide excellent service by accelerating the fulfillment services when needed and managed centralized complaint service single point of contact and standards in service fulfillment. This study analyze human resources quality, leadership styles on organizational citizenship behavior and performance in government service. This study authors used several studies as references.

Research in Jordanian banks with high-performing human resources and readiness for change, shows a positive relation affective commitment and readiness to change, readiness to change is positively to employee performance. And hierarchical culture positively moderates relation performance and affective commitment (Alqudah et al., 2022). Research Organizational Citizenship Behavior consists of all the women cooperative managers shows collective ambition and organizational commitment are significant to OCB. Organizational Culture does not have a significant effect on OCB but Collective Ambition, Organizational Culture, Organizational Commitment and Organizational Citizenship Behavior have a significant effect on performance (Mujanah et al., 2019). Research Servant Leadership and Quality of Work Life on Achievement Motivation, Organizational Citizenship Behavior (OCB) and Employee Performance of the Regional Revenue Agency of East Java Province in the Pandemic Era, indicated servant leadership had a positive and significant effect on organizational citizenship behavior, Servant leadership had a positive and significant effect on employee performance, Organizational citizenship behavior had a positive and significant effect on employee performance (Pribadi et al., 2022).



**Figure 1. Conceptual Framework**

Figure 1 describes the conceptual framework of correlation between exogenous and endogenous variables, namely human resources quality, leadership style, organizational citizen behavior, and performance variables.

## **LITERATURE REVIEW**

### ***Human Resources***

Mathis and Jackson describe people in organizations set strategies and goals, design work systems, produce goods and services, monitor quality, allocate financial resources, and market products and services. Therefore, people become human resources by virtue of the roles they assume in the work organization, jobs are defined and described in ways designed to maximize the contribution of specific employees to achieving organizational goals (Mathis & Jackson, 2019).

### ***Human Resources Quality***

Quality is conformance to benchmarks measured by the level of resistance, and is achieved through reviewing (Mulyana, 2010). The reason for increasing human assets is to promote survival and work productivity in actualizing and achieving goals of the organization's work program that has been set. There are two indicators of human resource quality (Rahardjo, 1993) namely as follows :

1. Intellectual Quality (Knowledge and Skills)
2. Education

### ***Leadership Style***

Leadership is overall activity to influence the willingness of others to achieve common goals and individual goals, or it can be interpreted that leadership is the process of influencing group activities in an effort to formulate and achieve goals with the activities of authority holders and decision makers. (Sedarmayanti, 2017). Based on Path Goal theory, types of leadership styles are divided (Ridwan, 2019) i.e. directive, supportive, participative, achievement oriented. Supportive leadership style variable used in this study (Robbins, 2003):

1. Friendly leadership
2. Concern to employee needs
3. Interpersonal relationships among group employees
4. Provide encouragement employees
5. Career development leadership

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

OCB is behavior employees contribute more than their job demands, while job satisfaction is a positive emotional state that comes from an assessment of one's work or work experience. (Kaswan, 2012). Job satisfaction is an employee's perception of their job, therefore one person's job satisfaction will be different from another. Job satisfaction can be described by many indicators, such as salary suitability, work facilities, relationships with coworkers, employee opportunities for advancement, supervision by leaders. There are 5 indicators organizational citizenship behavior i.e. altruism, courtesy, sportsmanship, conscientiousness, civic virtue (Allison et al., 2001) :

1. help coworkers complete their work in unusual situations.
2. helpful to prevent problems arising in connection work.
3. tolerating less than ideal situations in workplace.
4. carrying out tasks and responsibilities more than expected.
5. support for administrative functions in organization.

### ***Employee Performance***

Employee performance can be assessed by an organization, the term from the job performance or actual performance achievement achieved by a person. Performance can be good if an employee can carry out his duties and responsibilities within the time limit set by organization, influence achievement

work performance are ability and motivation factor. The psychological ability factor of employees which consists of potential ability and knowledge skill. (Mangkunegara, 2017). Work quality can be described by level good and bad work employees completing work as ability and skills employees carrying out the tasks assigned to them. Several indicators to measure employee performance according to (Robbins & Judge, 2012)

1. Work Quality
2. Quantity
3. Timeliness
4. Effectiveness
5. Independence

## **METHOD**

Statements on this research based on Survey Kepuasan Masyarakat (SKM) can be accessed on Bagian Organisasi official website (Bagian Organisasi Kota Surabaya, 2022). There are 9 statements on SKM have been breakdown according variables research, but data tested in this research is only sampling doesn't the external respondent's participation. Analytics technique using SmartPLS 3

## **RESULTS AND DISCUSSION**

Based on the conceptual diagram and methods used research, this study uses 5 hypotheses and is proven by several tests including.

### **Inner Model (Structural Model)**

#### **R-Square**

**Table 1  
R-Square**

	<b>R Square</b>	<b>R Square Adjusted</b>
OCB	0,254	0,222
Performance	0,12	0,800

Source: Primary Data

From the table above it can be seen that the R-Square results of the OCB variable are 0.248 and the performance variable is 0.231.

#### **F-Square**

**Table 2  
F-Square**

<b>Variable</b>	<b>F-square</b>
HR Quality → Performance	0,095
HR Quality → OCB	0,012
Leadership Style → Performance	0,417
Leadership Style → OCB	0,175
OCB → Performance	1,283

Source: Primary Data

The results of the F-Square test on all hypotheses proposed have a significant effect. Although the existing values are different with different meanings of power. The

working conditions variable on HR quality is very small with a value of 0.026 followed by leadership style on performance of 0.038. While those that have the greatest influence are the variable of leadership style on OCB indicated by the F-Square value of 0,253. While the variable OCB on performance has an effect with a value of 0.257.

**Outer Model (Model Measurement)**  
**Average Variance Extracted**

**Table 3**  
**Avarege Variance Extracte**

Variable	Average variance extracted (AVE)
HR Quality	0,913
Leadership Style	0,382
OBC	0,350
Performance	0,421

Source: Primary Data

From the output table above, several AVE values have a value greater than equal to 0.5%, namely HR Quality and OCB. can be concluded that all valid indicators.

**Composite Reliability**

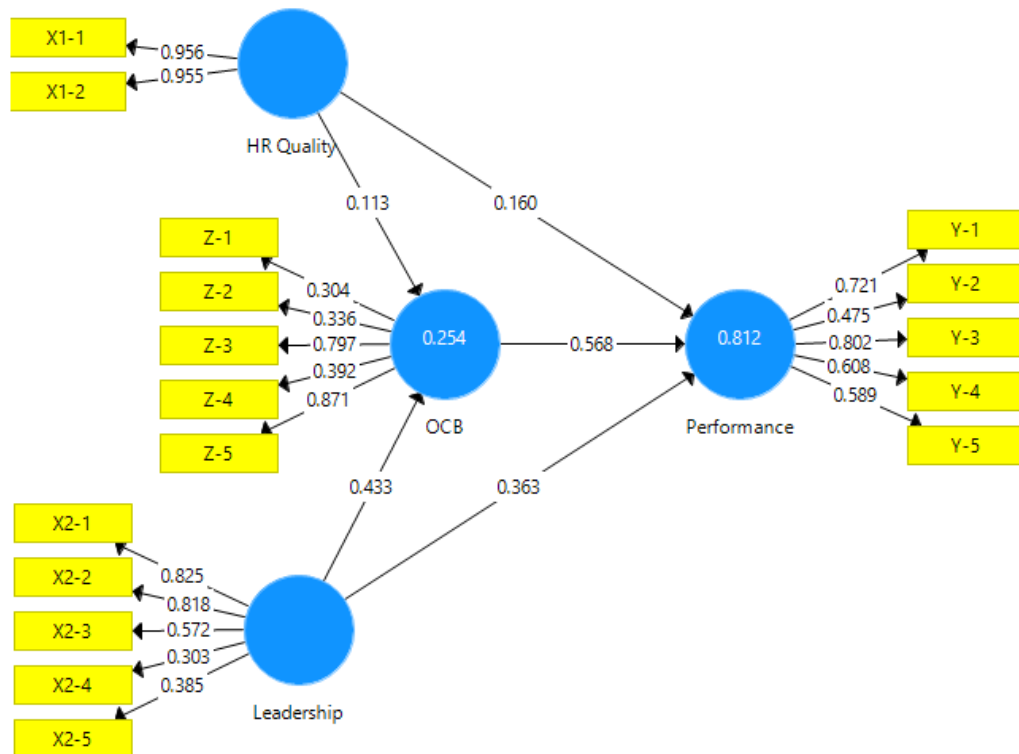
**Table 4**  
**Composite Reliability**

Variable	Composite Reliability (rho_c)
HR Quality	0,955
Leadership Style	0,732
OBC	0,692
Performance	0,779

Source: Primary Data

Table above it is known that several variables have results above greater than equal to 0,7. This shows that research variables have met Composite Reliability and have a high reliability value.

### Hypothesis Test



Source: PLS Outputs

**Figure 2**  
Calculation Results Significant Effect Between Variables

Test hypothesis to determine the causal relationship between each variable as in table 6.

**Table 5**  
Hypothesis Testing Results

Correlation	Correlation original samples (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Information
HR Quality → Performance	0,160	0,165	0,103	1,561	0,119	Reject
HR Quality → OCB	0,113	0,049	0,187	0,604	0,546	Reject
Leadership Style → Performance	0,363	0,333	0,149	2,435	0,015	Accepted
Leadership Style → OCB	0,433	0,543	0,167	2,597	0,010	Accepted
OCB → Performance	0,568	0,567	0,142	4,007	0,000	Accepted

Source: Results of analysis of the bootstrapping method

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Based on the analysis of the influence between variables, each hypothesis can be explained as follows:

**Effect Human Resource Quality on Employee Performance Government Service**

Hypothesis testing results prove that HR Quality has a significant positive on Employee Performance Government Service with a P-value of 0,119 (P-Values <0.005). hypothesis which states that HR Quality have a significant on Employee Performance Government Service in this study is reject.

The results of this study are not in line with research conducted (Ananda Lubis et al., 2019) Pengaruh Kualitas Sumber Daya Manusia (SDM) Terhadap Efektifitas Kerja dan Implikasinya Terhadap Kinerja Karyawan Pelaksana di PT. Perkebunan Nusantara II (Persero) shows, level of knowledge and skills has a positive and significant effect on employee work effectiveness.

**Effect Human Resource Quality on Organizational Citizenship Behavior Government Service**

Hypothesis testing results prove that HR Quality has a significant positive on Organizational Citizenship Behavior Government Service with a P-value of 0,546 (P-Values <0.005). hypothesis which states that HR Quality have a significant on Organizational Citizenship Behavior Government Service in this study is reject.

The results of this study are not in line with research conducted (Hapsari, 2010) Peranan Organizational Citizenship Behavior Dalam Memediasi Pengaruh Kepuasan Pegawai dan Praktik Manajemen Sumber Daya Manusia Terhadap Kualitas Pelayanan Hotel Bintang Lima di Jakarta Pusat. Show, The result indicate organizational citizenship behavior have significant influence toward job performance and job performance have significant influence toward service quality

**Effect Leadership Style on Employee Performance Government Service**

Hypothesis testing results prove Leadership style has a significant positive on Employee Performance Government Service with a P-value of 0,015 (P-Values <0.005). hypothesis which states that leadership style has a significant on employee performance Government Service in this study can be accepted.

The results of this study are not in line with research conducted (Nugroho, 2018) Pengaruh Gaya Kepemimpinan, Motivasi Dan Loyalitas Terhadap Kinerja Karyawan. Shows, that Leadership Style has no effect on Performance, meaning that the good and bad leadership style will not cause changes in employee performance employees.

**Effect Leadership Style on Organizational Citizenship Behavior Government Service**

Hypothesis testing results prove Effect Leadership has a significant positive on Organizational Citizenship Behavior Government Service with a P-value of 0,010 (P-Values <0.005). hypothesis which states that leadership style has a



significant on Organizational Citizenship Behavior Government Service in this study can be accepted.

The results of this study are line with research conducted (Dewi et al., 2018) Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Bumndi Kota Bandung Dengan Organizational Citizenship Behaviour Sebagai Variabel Moderasi (Studi PT. Kimia Farma (Persero) Tbk dan PT. Bio Farma (Persero). Show influence of transformational leadership and Organizational Citizenship Behavior on the performance of BUMN employees in Bandung City.

### **Effect Organizational Citizenship Behavior on Employee Performance Government Service**

Hypothesis testing results prove Organizational Citizenship Behavior has a significant positive on Employee Performance Government Service with a P-value of 0.000 (P-Values <0.005). hypothesis which states that Organizational Citizenship Behavior has a significant on Organizational Citizenship Behavior Government Service in this study can be accepted.

The results of this study are line with research conducted (Lestari & Ghaby, 2018) Pengaruh Organizational Citizenship Behavior (OCB) terhadap Kepuasan Kerja dan Kinerja Karyawan. Show, OCB has a significant positive effect both on job satisfaction and employee performance. Higher job satisfaction will improve employee performance. Thus, job satisfaction as partly mediation of the relationship between OCB and employee performance.

### **CONCLUSION**

Based on the formulation of the problem, literature review, analysis of research results and discussion that has been described previously, the results of this study can be concluded as follows:

1. Human Resource Quality haven't significant on Employee Performance Government Service
2. Human Resource Quality haven't significant on Organizational Citizenship Behavior Government Service
3. Leadership Style has significant on Organizational Citizenship Behavior Government Service
4. Leadership Style has significant on Organizational Citizenship Behavior Government Service
5. Organizational Citizenship Behavior has significant on Employee Performance Government Service

### **IMPLICATION**

The implication of this research is need for further research development regarding work culture government, because each different culture. besides that, intervening variables can be added in the form of policies related to work culture.



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