

THE INFLUENCE OF JOB SATISFACTION, LEADERSHIP BEHAVIORS, AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIORS AMONG EMPLOYEES OF THE MAGETAN REGENCY LAND OFFICE

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Abstract

This study aims to analyze the influence of job satisfaction, leadership behaviors, and organizational commitment on Organizational Citizenship Behavior (OCB) of employees at the Magetan Regency Land Office. The study used a quantitative approach with a survey method. The population and sample were 30 employees selected using a saturated sampling technique. Data were collected through a Likert scale questionnaire and analyzed using multiple linear regression with the help of SPSS. The results showed that job satisfaction had a positive and significant effect on OCB ($t = 2.261$; $p = 0.032$), leadership behaviors had a positive and significant effect on OCB ($t = 3.739$; $p = 0.001$), and organizational commitment had a positive and significant effect on OCB ($t = 2.931$; $p = 0.007$). The F test showed that the research model was suitable for use ($F = 10.653$; $p = 0.000$), while the Adjusted R^2 of 0.500 indicated that the three independent variables explained 50% of the variation in OCB. These findings strengthen Social Exchange Theory and demonstrate the importance of job satisfaction, supportive and communicative leadership behaviors, and organizational commitment in encouraging employees' extra-role contributions.

Keywords: job satisfaction; leadership behaviors; organizational commitment; organizational citizenship behavior; Social Exchange Theory

INTRODUCTION

Public sector organizations face demands for increased service quality, transparency, and professionalism. Organizational success is determined not only by formal procedures but also by employees' willingness to contribute beyond their job requirements. Organizational Citizenship Behavior (OCB) is voluntary, extra-role behavior that can support a cooperative work environment, responsive service, and organizational effectiveness. At the Magetan Regency Land Office, this behavior is evident in employees' willingness to help colleagues resolve backlogs of documents, provide additional information to the public, and seek solutions when administrative obstacles arise.

This phenomenon is becoming increasingly relevant as the number of employees at the Magetan Regency Land Office decreases from 39 in 2023 to 31 in 2025, while the organization still has to meet service targets. Furthermore, several phases of staff restructuring and rotation will be implemented in 2025, requiring employees to adapt to new tasks and work teams. These conditions increase the need for mutual assistance and extra-role contributions.

Social Exchange Theory (SET) explains that relationships between employees and organizations are built through reciprocal exchanges. When employees receive support, fairness, job satisfaction, and quality leadership relationships, they tend to reciprocate through positive behaviors, including OCB (Blau, 1964; Cropanzano & Mitchell, 2005). Within this framework, job satisfaction, leadership behaviors, and organizational commitment are viewed as social resources that can encourage employees to make extra voluntary contributions.

Previous research has not shown completely consistent results. Some studies found that job satisfaction, leadership behaviors, or organizational commitment significantly influence OCB, but others reported insignificant results. This research gap indicates the need for simultaneous testing in the context of public organizations, particularly the Magetan Regency Land Office. This study aims to analyze the influence of job satisfaction, leadership behaviors, and organizational commitment on OCB of employees at the Magetan

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Regency Land Office. Theoretically, this study is expected to enrich the study of SET-based organizational behavior; practically, the results of the study can serve as a basis for strengthening human resource and leadership policies to improve employees' extra-role behavior.

LITERATURE REVIEW

Social Exchange Theory

Social Exchange Theory views social relationships as a reciprocal exchange process between individuals and organizations. In work relationships, employees provide performance, loyalty, and extra-role behaviors, while the organization provides support, fairness, job satisfaction, and quality leadership relationships. The principle of reciprocity explains that positive treatment from the organization can encourage employees to reciprocate through positive behaviors, including OCB (Blau, 1964; Gouldner, 1960; Cropanzano & Mitchell, 2005).

Job Satisfaction

Job satisfaction is one of the most central concepts in the study of organizational behavior and human resource management. Job satisfaction generally refers to an individual's level of positive feelings toward their job, which is the result of a comprehensive evaluation of various aspects of that job (Robbins & Judge, 2019). According to Locke (1976), job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences," namely a positive emotional state that arises when someone assesses their job as being in line with their expectations, needs, or personal values.

Leadership Behaviors

According to Podsakoff et al. (2000) and Organ et al. (2006), the most relevant leadership variable in research on the influence of leadership on OCB is Leadership Behaviors. This form of leadership refers to the pattern of actions, attitudes, and approaches demonstrated by leaders in influencing, directing, and motivating subordinates to achieve organizational goals. Unlike leadership styles, which are general styles (e.g., transformational, transactional, authoritarian), leadership behaviors focus more on the concrete actions taken by leaders on a daily basis.

Organizational Commitment

Meyer & Allen (1991) define organizational commitment as a psychological state that influences an employee's relationship with the organization and determines whether they stay or leave the organization. Porter, Steers, Mowday & Boulian (1974) define organizational commitment as the level of identification and involvement of an individual in the organization. Robbins & Judge (2019) define organizational commitment as a condition in which an employee identifies with the organization and its goals and intends to maintain membership in it. Meanwhile, Luthans (2011) states that organizational commitment consists of a loyal attitude, a strong desire to contribute, and acceptance of the organization's values.

OCB

Organ, Podsakoff & MacKenzie (2006) define OCB as extra-role behavior that arises from employees' positive attitudes toward the organization and social relationships in the workplace. In other words, OCB is extra-role behavior that is voluntary, not required, and contributes to the efficiency and effectiveness of the organization.

Hypotheses

The influence of job satisfaction on OCB of Magetan Regency Land Office employees.

From a Social Exchange Theory perspective, the relationship between employees and organizations is understood as a social exchange process based on the principle of reciprocity. When organizations are able to create satisfactory working conditions, both in terms of the work itself, compensation, development opportunities, and work relationships, employees will perceive that the organization has fulfilled its social and psychological obligations. This positive perception encourages employees to reciprocate the organization's treatment through positive work attitudes and behaviors, including voluntary behavior outside of formal role demands or OCB (Blau, 1964; Organ et al., 2006).

H1: Job satisfaction has a positive and significant effect on the OCB of Magetan Regency Land Office employees.

The influence of leadership behaviors on OCB of Magetan Regency Land Office employees.

Within the framework of Social Exchange Theory, leadership is seen as the main representation of the organization in building relationships. exchange social with employee. Behavior leader Which Fair, supportive, and

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consistent behavior creates the perception that the organization cares about, values, and supports employees. This positive treatment creates a moral obligation for employees to reciprocate through positive attitudes and behaviors that go beyond formal role demands, including OCB (Blau, 1964; Cropanzano & Mitchell, 2005).

H2: Leadership behaviors have a positive and significant influence on the OCB of Magetan Regency Land Office employees.

The influence of organizational commitment on OCB of Magetan Regency Land Office employees.

From the perspective of Social Exchange Theory, organizational commitment is seen as the result of a long-term social exchange process between employees and the organization. When the organization consistently give support, justice, And attention towards welfare employee, will formed bond emotional Which strong between individuals and organizations. This bond fosters a sense of moral obligation for employee For repay treatment positive organization through contributions Which beyond demands role formal, including OCB (Blau, 1964; Cropanzano & Mitchell, 2005).

H3: Organizational commitment has a positive and significant effect on the OCB of Magetan Regency Land Office employees.

METHOD

This study used a quantitative approach with a survey method. The subjects were employees of the Magetan Regency Land Office, located at Jalan Imam Bonjol No. 8A, Magetan, East Java. The population consisted of 30 employees, all of whom were sampled, thus employing a saturated or census sampling technique.

Primary data was obtained from respondents' answers through a questionnaire with a Likert scale of 1–5, while secondary data came from agency profiles and relevant literature. The instrument consisted of 9 items on job satisfaction, 12 items on leadership behaviors, 12 items on organizational commitment, and 17 items on OCB. Of the 30 questionnaires distributed, all were returned, resulting in a 100% response rate.

Data analysis includes validity, reliability, classical assumption tests, and multiple linear regression. The model equation is $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$, with Y as OCB, X1 job satisfaction, X2 leadership behaviors, and X3 organizational commitment. Multicollinearity, autocorrelation, and heteroscedasticity tests are performed as prerequisites for the regression model.

RESULTS AND DISCUSSION

Data Collection Results

Of the 30 questionnaires distributed to respondents, all respondents answered and returned the questionnaires, meaning a 100% response rate was obtained. In distributing the questionnaires, the number of statements from each variable was different, namely the job satisfaction variable with 9 statements, leadership behaviors with 12 statements, organizational commitment with 12 statements, and OCB with 17 statements. All distributed statements were not sorted, meaning all statements were accurate for the research instrument.

Descriptive Results

Respondents' perceptions of leadership behaviors were in the very good/very high category with an average of 4.42. The indicator with the highest score was the leader's ability to be trusted in completing shared tasks (4.67), while the lowest scores were the leader's loyalty to subordinates and fairness of rewards based on achievement (4.27 each).

Perceptions of OCB were also in the very good/very high category with an average of 4.47. The highest score was for discipline in complying with organizational rules (4.83), while the lowest score was for willingness to take over colleagues' work when needed and completing tasks beyond the minimum standard (4.17). These findings indicate that employees exhibit voluntary, disciplined, cooperative behavior and care about organizational development.

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Multiple Linear Regression

Table 1. Multiple Linear Regression Results

Model	B	Std. Error	Beta	t	Sig.
Constant	6,690	6,403	—	1,045	0.306
Job satisfaction	0.125	0.055	0.299	2,261	0.032
Leadership behaviors	0.466	0.125	0.496	3,739	0.001
Organizational commitment	0.170	0.058	0.387	2,931	0.007

Source: Processed primary data, 2026.

The regression model yields the equation $Y = 6.690 + 0.125X_1 + 0.466X_2 + 0.170X_3 + e$. All three independent coefficients are positive. Leadership behaviors have the largest standardized coefficient ($\beta = 0.496$), followed by organizational commitment ($\beta = 0.387$) and job satisfaction ($\beta = 0.299$). These results indicate that an increase in each independent variable is associated with an increase in OCB when other variables are controlled.

The simultaneous test showed $F = 10.653$ with $p = 0.000$, so the model is suitable for use. The adjusted R^2 of 0.500 indicates that job satisfaction, leadership behaviors, and organizational commitment together explain 50% of the variation in OCB, while the other 50% is explained by factors outside the model.

RESULTS ANALYSIS DATA

Analysis Statistics Descriptive

Description Respondents

This research was conducted on employees of the Magetan Regency Land Office with a total of 30 respondents. taking sample in study This use census, namely All members of the population were used as research samples. The results of the respondent descriptions consisted of age, last education, length of service, position and work unit/section.

Description respondents based on age

Table Xvii Age Respondents

No	Age	Number (Person)	Percentage (%)
1	25–35 Years	1	3.33%
2	36–40 Years	2	6.67%
3	41–45 Years	5	16.67%
4	> 45 Years	22	73.33%
	Total	30	100%

Source : Primary data processed, 2026

Based on the age criteria, it can be concluded that the majority of respondents are in the age group > 45 years, as many as 22 people (73.33%). While the least are in the age group 25–35 years, as many as 1 person (3.33%).

Respondent description based on last education

Table XVIII Respondents' Last Education

No	Last	Education Total	Percentage
(%)			
1	SENIOR HIGH SCHOOL / Vocational School	6	20.00%
2	Bachelor degree)	18	60.00%
3	Master (S2)	6	20.00%
	Total	30	100%

Source : Primary data processed, 2024

Based on the table, it is known that the majority of respondents had a bachelor's degree (S1), namely 18 people (60.00%), while respondents with a high school/vocational school and a master's degree (S2) each numbered 6 people (20.00%).

1) Description respondents based on work unit /section

Respondent Work Unit/Section Table			
Unit No.	Work / Percentage Amount	Share	(%)
1	Administration	11	36.67%
2	Determination Right and Registration	7	23.33%
3	Measurement and Mapping	6	20.00%
4	Control And Dispute Handling	2	6.67%
5	Arrangement And Empowerment	2	6.67%
6	Procurement Land And Development	2	6.67%
	Total	30	100%

Source : Data primary processed, 2026

Based on the table above, it is known that the majority of respondents originate from Tata Business that is as much as 11 person (36.67%), followed by 7 (23.33%) in Rights Determination and Registration, and 6 (20.00%) in Measurement and Mapping. Meanwhile, the Dispute Control and Handling, Arrangement and Empowerment, and Land Acquisition and Development work units each had 2 (6.67%) employees. This indicates that the majority of respondents came from administrative units and land technical services.

Analysis descriptive variables satisfaction Work (X 1)

Table Xxiii Results Descriptive Variables Satisfaction Work (X1)

No	Statement	Flat-Flat	Criteria
1	I feel wages I am fair.	3.40	Enough / Currently
2	Opportunity promotion in institutions this is good.	4.33	Very Good / Very high
3	Superior I help me develop.	4.37	Very Good / Very high
4	Allowance Which given agency is sufficient.	3.63	Good / Tall
5	I get recognition on results Work I.	4.27	Very Good / Very high

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6	Procedure Work in office this is clear.	4.93	Very Good / Very High
7	My coworkers are fun For invited to work The same.	4.83	Very Good / Very High
8	Work I interesting and meaningful.	4.73	Very Good / Very high
9	Communication in organizations it's going well.	4.80	Very good / Very high
	Overall Average	4.37	Very good / Very high

Source : Primary data processed, 2026

Respondents' perceptions of job satisfaction were in the Very Good/Very High category with an average score of 4.37. The highest score was for the statement "Work procedures in this office are clear" (4.93), while the lowest score was for the statement "I feel my salary is fair" (3.40), which is in the Fair/Moderate category. This indicates that aspects of work systems, employee relations, and communication were rated very good, while compensation still needs improvement.

Analysis descriptive variables leadership behaviors (X 2)

Table Xxiv Results Descriptive Variables Leadership Behaviors (X 2)

No	Statement	Average	Criteria
1	Leader I can trusted in completing tasks together.	4.67	Very Good / Very High
2	I have a close working relationship And positive with leader I.	4.33	Very Good / Very High
3	Communication between I And Leadership is open and two-way.	4.33	Very Good / Very High
4	Leader I give support when I had work difficulties.	4.43	Very Good / Very High
5	I feel leader I loyal to me as a subordinate.	4.27	Very Good / Very High
6	My leader and I help each other to get the job done.	4.47	Very Good / Very High
7	My leader appreciates my professional abilities.	4.43	Very Good / Very High
8	My leader gives me praise when I do a good job.	4.37	Very Good / Very High
9	Leaders clearly explain goals and work standards.	4.60	Very Good / Very High
10	Rewards are given by leaders fairly and according to my achievements.	4.27	Very Good / Very High

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11	The leader provided quick and constructive feedback on my work.	4.40	Very Good / Very High
12	The leader emphasized a clear link between my performance and the rewards given.	4.47	Very Good / Very High
	Overall Average	4.42	Very good / Very high

Source : Data primary processed, 2026

Perception respondents to leadership behaviors is at in the Very Good/Very High category with an average value of 4.42. The highest value was found in the statement that the leader can be trusted to complete joint tasks (4.67), while the lowest value was found in the statement that the leader is loyal to subordinates and fairness. award in accordance achievement (4.27). Matter This shows that leadership behavior in the organization is assessed as very positive, especially in terms of trust, support, communication, and clarity of work direction.

2) Analysis descriptive variables commitment organization (X 3)

Table Xxv. Results Descriptive Variables Commitment Organization (X 3)

No	Statement	Average	Criteria
1	I feel proud become part from this organization.	5.00	Very Good / Very Tall
2	I have an emotional attachment that strong with organization place I Work.	4.73	Very Good / Very Tall
3	I feel comfortable Work in this organization.	4.77	Very Good / Very Tall
4	I willing give business more for the progress of the organization.	4.20	Good / Tall
5	Will too Lots loss If I am leaving this organization now.	4.73	Very Good / Very Tall
6	I find it difficult to get a job other Which comparable if you leave this organization.	4.67	Very Good / Very Tall
7	Staying in this organization is more profitable compared to go out.	4.70	Very Good / Very high
8	I consider risk big if you have to leave this organization.	4.83	Very Good / Very Tall
9	I feel own obligation morale to continue working in this organization.	4.63	Very Good / Very Tall

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10	I feel responsible answer to remain loyal to this organization.	4.77	Very Good / Very Tall
11	I feel it would be unethical to leave organization This moment This.	4.70	Very Good / Very high
12	I feel should still Work in this organization.	4.80	Very Good / Very Tall
	Average Overall	4.71	Very Good / Very high

Source : Data primary processed, 2026

Overall, respondents' perceptions of organizational commitment were in the Very Good/Very High category with an average score of 4.71. The highest score was for the statement "I feel proud to be part of this organization" (5.00), while the lowest score was for the statement "I am willing to make an effort." more for the sake of progress organization (4.20) Which Still is at in the Good/High category. This indicates that respondents have a sense of pride, loyalty, emotional attachment, and a strong desire to remain part of the organization.

Analysis descriptive variables OCB (Y)

TABLE XXVI . RESULTS DESCRIPTIVE VARIABLES OCB (Y)

No	Statement	Flat-Flat	Criteria
1	Help colleague Work Which experience difficulty work related	4.47	Very Good / Very high
2	Give help without asked to colleagues	4.37	Very Good / Very High
3	Take over work colleague moment required	4.17	Good / Tall
4	Present on time and obey the clock Work	4.53	Very Good / Very high
5	Use time Work in a way effective	4.63	Very Good / Very high
6	Finish task more from standard minimum	4.17	Good / Tall
7	Discipline in obey the rules organization	4.83	Very Good / Very high
8	No often sigh about things small	4.43	Very Good / Very high
9	Keep showing a positive attitude even though face situation difficult	4.53	Very Good / Very High
10	No enlarge problem small become big issue	4.67	Very Good / Very high

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11	Give information to colleague Work For prevent the emergence of problems	4.40	Very Good / Very High
12	Consult with party related before make the decision that impact on work others	4.47	Very Good / Very High
13	Try minimize conflict in interaction Work	4.47	Very Good / Very high
14	Participate in meeting, discussion, And activity organization	4.43	Very Good / Very high
15	Give suggestions for increase organizational effectiveness	4.50	Very Good / Very high
16	Show concern for development organization	4.57	Very Good / Very high
17	Active monitor important issues organization	4.33	Very Good / Very high
	Average Overall	4.47	Very Good / Very Tall

Source : Data primary processed, 2026

Table XXIV below shows that overall, perception respondents to Organizational Citizenship Behavior (OCB) is in the Very Good/Very High category with an average score of 4.47. The highest score is found in the discipline statement. in comply rule organization (4.83), whereas low scores are found in the statement of taking over a colleague's work when required And finish task more from standard minimum (4.17) Which is at on category Good / Tall. Matter This shows that employees have high levels of voluntary behavior, are disciplined, cooperative, and have great concern for the effectiveness and development of the organization.

DISCUSSION

Based on the hypothesis testing that has been carried out, the research results are explained as follows:

The influence of job satisfaction on OCB of Magetan Regency Land Office employees .

The research results show that job satisfaction has a positive effect on the Organizational Citizenship Behavior (OCB) of employees at the Magetan Regency Land Office. The more employees perceive their work to be interesting, meaningful, and supported by a positive work environment, the more likely they are to engage in voluntary behaviors, such as helping coworkers and providing information without being asked.

This finding is consistent with Social Exchange Theory , which states that employees who experience positive work experiences tend to reciprocate through contributions that benefit the organization. Job satisfaction has also been shown to be an important predictor of OCB, as suggested by Organ (1988) and Podsakoff et al. (2000).

These helpful and informative behaviors reflect the altruism and courtesy dimensions of OCB. Therefore, improving OCB can be achieved by increasing job satisfaction through more meaningful work, competency development, harmonious work relationships, fair rewards, and leadership that encourages collaboration.

In essence, job satisfaction not only increases employee well-being, but also encourages voluntary behavior and cooperation, which ultimately strengthens organizational performance and the quality of service to the community.

The influence of leadership behaviors on OCB of employees at the Magetan Regency Land Office.

The research results show that leadership behaviors have a positive effect on the Organizational Citizenship Behavior (OCB) of employees at the Magetan Regency Land Office. The closer the relationship between leaders and employees and the more open two-way communication, the higher the employee's voluntary behavior in helping coworkers and sharing information to prevent problems.

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These findings align with Social Exchange Theory (SET) and Leader–Member Exchange (LMX) . Leaders who provide attention, trust, support, appreciation, and open communication will make employees feel valued, which will encourage them to reciprocate through positive behaviors for the organization. Good superior-subordinate relationships also increase trust and commitment, making employees more willing to perform work beyond their formal duties.

In the context of OCB, helping coworkers and providing information without being asked falls under the dimensions of altruism and courtesy . Therefore, leaders need to strengthen two-way communication, provide feedback, recognize employee contributions, involve them in decision-making, and offer support when facing work challenges.

In essence, supportive, communicative, and relational leadership behaviors can build a cooperative work culture, increase OCB, and ultimately support the effectiveness of public services at the Magetan Regency Land Office.

Influence commitment organization to OCB employee

The research results show that organizational commitment has a positive effect on the Organizational Citizenship Behavior (OCB) of employees at the Magetan Regency Land Office. The more employees perceive that remaining with the organization is beneficial and more profitable than leaving, the more likely they are to help coworkers and share information without being asked.

These findings align with Meyer and Allen's (1991) Social Exchange Theory (SET) and Three Component Model of Organizational Commitment . Employees who receive benefits such as job stability, career security, development opportunities, and a positive work environment will be motivated to reciprocate through positive behaviors for the organization. In this study, the most prominent aspect is continuance commitment , which is the belief that remaining with the organization is more beneficial than leaving.

High commitment also creates a sense of belonging to the organization , so employees focus not only on formal tasks but also on the organization's overall success. Helping and providing information to coworkers is a form of altruism and courtesy within OCB.

Practically, improving OCB can be achieved by strengthening employee commitment through clear career paths, fair rewards, competency development, and a safe and conducive work environment . Leaders also need to foster a sense of pride and demonstrate the importance of employee contributions to public service.

In essence, organizational commitment not only increases employee loyalty and desire to stay, but also encourages voluntary contributions, cooperation, and concern for coworkers, thus supporting more effective and quality public services.

CONCLUSION

The study showed that job satisfaction, leadership behaviors, and organizational commitment each had a positive and significant influence on OCB of employees at the Magetan Regency Land Office. Leadership behaviors showed the strongest relative influence based on the standardized beta coefficient, followed by organizational commitment and job satisfaction. Simultaneously, the three variables explained 50% of the variation in OCB.

The practical implications of this research are the importance of increasing job satisfaction through fair compensation and reward systems, strengthening communicative and supportive leadership, and building commitment through career development, recognition of contributions, and a conducive work environment. This research has limitations in the number of variables, the object that only covers one agency, the use of questionnaires, and the cross-sectional design. Therefore, future research can expand the variables, objects, mixed methods, and longitudinal designs.

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