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The Effect Of Participative Leadership, Motivation, Organizational Commitment and Job Satisfaction On Organizational Citizenship Behaviour

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Abstract

Organizational citizenship behaviour is a form of employee contribution that can improve teamwork and smooth activities in the workplace, this behavior is often not noticed or not appreciated, so it is important to understand what makes someone willing to do these actions voluntarily. The aims to show the perception of employees regarding the influence of these factors on organizational citizenship. The study analyzed the influence of participative leadership, motivation, organizational commitment and job satisfaction on organizational citizenship behavior, using survey methods and sampling of 120 respondents by purposive sampling of staff and non-managerial employees in the Tangerang City Manufacturing Industry, as well as the analysis method. The study used SEM-PLS with SmartPLS 4. Results show that participative leadership, motivation, organizational commitment, and job satisfaction significantly affect organizational citizenship behavior. The combination of these four factors can provide a significant positive understanding of the increase in organizational citizenship behavior, and helps leaders to support employee initiative and volunteerism in their workplace.

Keywords: Job Satisfaction, Motivation, Organizational Citizenship Behaviour, Organizational Commitment, Participative Leadership

Introduction

The rapid development of business makes competition in business more competitive, both in terms of technology, market changes, and labor dynamics (Sedlářík et al., 2024). Companies are also faced with great challenges to be relevant and superior (Muttaqien, 2021). This is important for organizations in maximizing the potential of employees through factors that support their performance (Jude et al., 2024), where many employees perform only what's required by their formal roles (Ansong et al., 2024; Ugwi et al., 2024), without the desire to help fellow colleagues and low involvement in contributing to employees in the workplace (Lee & Gong, 2024). This problem has an impact on the organization which as a result inhibits collaboration between employees, poor communication, and decreased productivity, causing employees to tend to focus on themselves without caring about the needs of their organization as a whole (Taamneh et al., 2024). One of the strategies to achieve excellence in these problems is to optimize employee potential through increasing organizational citizenship behavior (Shaya et al., 2024), especially in volunteerism and initiatives to help colleagues and contribute to the

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organization without coercion (Alhammadi & Elanain, 2024). This needs attention for leaders in making strategies and regulations that can support the emergence of initiatives and volunteerism or organizational citizenship behavior in employees (Hsieh et al., 2024), as well as in exploring factors that can increase and encourage organizational citizenship behavior in the company (Felix & Zeloyi, 2024).

Previous studies analyzed the relationship among organizational citizenship behavior and the factors that influence it, where in previous studies participative leadership significantly positive influence on organizational citizenship behavior (Lu et al., 2020; Osman & Yatam, 2024). Participative leadership positively affect the job satisfaction (Abulaaban & Erhan, 2024; Nassani et al., 2024), and organizational commitment (Banjarnahor et al., 2018; Abulaaban & Erhan, 2024). Furthermore, motivation positively influenced job satisfaction (Cabotage & Cariño, 2024; Mukhofi et al., 2024), and organizational commitment (Baihaqy, 2024; Conceição, 2023).

According to Bayati & Taie (2024) in their research, the organizational citizenship behavior development in employees arises due to the encouragement of motivation (S. F. Ali et al., 2023; Pohl et al., 2012). The job satisfaction factor felt by employees can encourage the emergence of organizational citizenship behavior (ShuXia et al., 2024). In addition, high organizational commitment in employees can cause organizational citizenship behavior (Husnah & Sarianti, 2024; Ndlovu et al., 2024). However, there is a difference with the previous study (Bulog & Bakotic, 2024), several studies examine all four variables together in relation to organizational citizenship behavior. This study addresses that gap by adding motivation and organizational commitment to the previous research model used by (Bulog & Bakotic, 2024), and there is a difference in the object of this research, namely, this research was conducted in an industry in the city of Tangerang, Banten, Indonesia, different from the previous research conducted in Splitsko-Dalmatinska Regency, Croatia.

This study aims to explore employee perceptions of how participative leadership, motivation, organizational commitment, and job satisfaction influence organizational citizenship behavior (OCB), which drives initiative and volunteerism at work. The findings are expected to help leaders develop strategies and policies that foster OCB in the workplace.

Method

This study employs a causal-associative design to examine the hypothesized relationships among independent, mediating, and dependent variables. A quantitative approach is used, with data collected through surveys via Google Forms to obtain primary data. This study uses a scale to measure the variables used. The scale used is taken from a previous literature review, so the scale has been scientifically validated. Measurements are made using a 4-point Likert scale (Donkor et al., 2023), where the first score states that strongly disagree (STS) until a score of four states strongly agree (SS). The scale used is 4 points instead of a 5-point scale, because the study did not use neutral or hesitant answers. In addition, neutral or hesitant answers from the 5-point Likert scale cause the results obtained to be biased or the data obtained to be inaccurate, this study also wants respondents to provide answers to agree or disagree when answering the



question or statement. Participative leadership is measured using a 6-item scale from Adiguzel et al. (2020). Motivation uses a 6-item scale from Fischer et al. (2019). Job satisfaction is assessed with a 4-item scale from Adiguzel et al. (2020). Organizational commitment is measured using a 5-item scale from Pooja et al. (2016). Finally, the organizational citizenship behavior variable is measured with a 4-item scale adopted from Pooja et al. (2016), so that the total measurement of variables in this study amounted to 25 question items.



Figure 1. Research Model Framework
Source: Data Processed with Researcher, 2025

The population were permanent employees in the Manufacturing Industry (Nuryanto & Pratiwi, 2024), who work in Tangerang City, Banten. This study used non-probability sampling with a purposive sampling technique, selecting participants based on their relevance to the research objectives (Naresh et al., 2017). The sample was determined using the Barclay method from relevant journal (Hair et al., 2014), where the number of minimum samples is ten times the number of arrows on the most indicators in the latent variable, namely $6 \times 10 = 60$ samples, so that the respondents needed in this study amounted to 120 respondents, this number is within the minimum limit of the number of research samples in the Barclay method. The previous research shows the demographic criteria needed in the research sample, such as age, length of service and education (Bulog & Bakotic, 2024). Therefore, the determination of the respondent criteria in this study, namely non-managerial permanent employees and staff who have worked for at least 1 year (Guruge & Yapa, 2023), seen based on a minimum age of 18 years to 50 years. Then, seen based on the required length of service of less than 1 year to more than 20 years. The next criterion is a minimum educational qualification of secondary education to doctoral, and finally adding income level as a criterion to measure the level of job satisfaction and motivation towards organizational citizenship behavior (Umar et al., 2022), respondents with incomes of less than 3,000,000 million rupiah to more than 8,000,000 million rupiah.

The data were analyzed using SEM-PLS (Structural Equation Modeling–Partial Least Squares). (Hair et al., 2018), carried out after receiving all questionnaires and all data has been collected, then data processing using SmartPLS 4. This study applies two models in SEM-PLS analysis. The measurement (outer) model uses four parameters: $AVE > 0.50$, loading factor > 0.70 , Cronbach's Alpha > 0.70 , and Composite Reliability > 0.70 (Hair et al., 2022). Furthermore, the structural model or Inner Model Analysis with 4 parameters, namely the Adjusted R Square

Value (R²), the path coefficients value, the fit model (goodness of fit index), and the Stone Geisser Value (Q Square/Q²) (Hair et al., 2019). In the study, a pre-test was also conducted previously to 30 respondents to be able to find out the understanding of the respondents related to statements or questionnaires, and is scheduled to be collected immediately for two months in 2025.



Hypothesis testing can be said to be valid or reliable with the involvement of structural relationships between constructs, if the measurement model describes how the construct is measured. In this study, the hypothesis tested for significance was measured by the critical t value in one-sided testing, which must be greater than 1.96, while the p value (p value) was significant at a level of 5% or (0.05) (Hair et al., 2019).

Result and Discussions

The respondents were 120 non-managerial permanent employees and staff from the manufacturing industry in Tangerang City, Banten, collected using Google Forms. The following are details of the respondent criteria profiles in the study.

Tabel 1. Respondent Demographics

Demographics	Classification	Number of Respondents	Percentage (%)
Gender	Man	61	50,83%
	Women	59	49,17%
	Total	120	100%
Age	18-28 Years	42	35,00%
	29-39 Years	55	45,83%
	40-50 Years	23	19,17%
	Total	120	100%
Education	SMA/SMK	41	34,17%
	Diploma	10	8,33%
	S1	61	50,83%
	S2	7	5,83%
	S3/Doktoral	1	0,83%
	Total	120	100%
Years of Service	1-7 Years	32	26,67%
	8-13 Years	47	39,17%
	14-20 Years	21	17,50%
	>20 Years	20	16,67%
	Total	120	100%
Income	<Rp. 3.000.000	4	3,33%
	Rp. 3.000.000 – Rp. 5.000.000	102	85,00%
	Rp. 6.000.000 – Rp. 8.000.000	14	11,67%
	>Rp. 8.000.000	0	0%

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	Total	120	100%
Position/Title	Finance & Accounting Staff	25	20,83%
	Receptionist Staff, Secretary Staff, and Administration	37	30,83%
	HC, HRD and GA staff	23	19,17%
	Technicians, Operators and Factory Workers	35	29,17%
	Total	120	100%

Source: Data Processed with Researcher, 2025


Evaluation of Measurement Models

Validity and Reliability Test

Assessment of this research instrument, where Validity and Reliability Tests used. In the Validity Test by comparing the values of Outer Loading Factors, Cross Loadings, AVE, and Fornell-Larcker as measurements. The Cronbach Alpha and Composite Reliability values are compared with the Reliability Test.

Tabel 2. Validity Test Result Data

Variabel	Indikator	Outer Loading Factors	Average Variance Extracted (AVE)
Participative Leadership	PL1	0,759	0,751
	PL2	0,873	
	PL3	0,840	
	PL4	0,917	
	PL5	0,900	
	PL6	0,902	
Motivation	M1	0,938	0,729
	M2	0,855	
	M3	0,849	
	M4	0,871	
	M5	0,819	
	M6	0,785	
Job Satisfaction	JS1	0,842	0,716
	JS2	0,820	
	JS3	0,932	
	JS4	0,785	
Organizational Commitment	OC1	0,941	0,760
	OC2	0,768	
	OC3	0,827	
	OC4	0,881	
	OC5	0,929	
Organizational	OCB1	0,899	0,741

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Citizenship Behaviour	OCB2	0,917
	OCB3	0,787
	OCB4	0,835

Source: Data Processed with SmartPLS 4, 2025

The indicator items used in each variable of participative leadership, motivation, job satisfaction, organizational commitment and organizational citizenship behavior, where the value of the outer loading factors must be greater than 0.70, so that the measurement is declared valid because it has met the established criteria(Hair et al., 2022; Savitri et al., 2021). In addition, the AVE value is >0.50, so it is declared valid because it is strong or consistent in measuring its latent construct (Hair et al., 2022; Savitri et al., 2021).

Table 3. Reliability Test

Variabel	Cronbach's Alpha	Composite Reliability		Keterangan
		rho_a	rho_c	
Participative Leadership	0,933	0,940	0,948	Reliabel
Motivation	0,925	0,935	0,942	Reliabel
Job Satisfaction	0,867	0,873	0,910	Reliabel
Organizational Commitment	0,920	0,929	0,940	Reliabel
Organizational Citizenship Behaviour	0,882	0,883	0,919	Reliabel

Source: Data Processed with SmartPLS 4, 2025

The Cronbach Alpha and Composite Reliability values on all variables show >0.7, it is stated that all data are reliable(Hair et al., 2022; Savitri et al., 2021).

Structural Model Evaluation

Table 4. R Square Result Data

	R-Square
Job Satisfaction	0,402
Organizational Commitment	0,644
Organizational Citizenship Behaviour	0,691

Source: Data Processed with SmartPLS 4, 2025

Based on the inner model analysis using SmartPLS 4 (Table 5), the R Square values indicate the influence strength between variables. According to Hair et al. (2011), R² values of 0.75, 0.50, and 0.25 are considered strong, moderate, and weak, respectively. In this study, Job

Satisfaction ($R^2 = 0.402$) is weak, while Organizational Commitment ($R^2 = 0.644$) and Organizational Citizenship Behavior ($R^2 = 0.691$) fall into the moderate category.

Table 5. F Square Result Data

	f^2	Kategori
PL → OCB	0.071	Weak Effect
PL → JS	0.126	Weak Effect
M → JS	0.116	Weak Effect
JS → OCB	0.104	Weak Effect
PL → OC	0.282	Moderate Effect
M → OC	0.372	Big Effect
OC → OCB	0.110	Weak Effect
M → OCB	0.055	Weak Effect

Source: Data Processed with SmartPLS 4, 2025

The F Square (F^2 Effect Size) values, reflecting the relative impact of exogenous variables on endogenous variables. Sarstedt et al. (2017) shows most F^2 values indicate weak effects. PL on OCB (0.071), PL on JS (0.126), M on JS (0.116), JS on OCB (0.104), OC on OCB (0.110), and M on OCB (0.055) are all weak. PL on OC (0.282) shows a moderate effect, while M on OC (0.372) shows a strong effect.

Hypothesis Testing

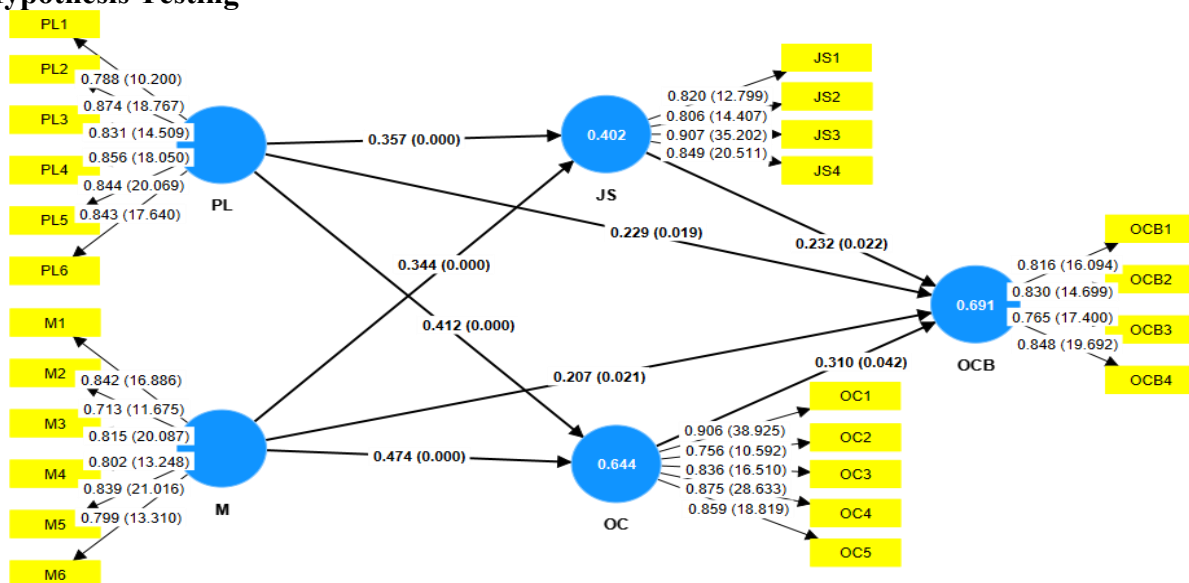


Figure 2. Path Diagram P Value
Source: Data Processed with SmartPLS 4, 2025

Based on the image above showing the results of the P-Value Path diagram, the hypothesis testing is presented on the following research model:

Table 6. Path Coefficients Result Data

Code	Hypothesis	Original Sample	T Statistic	P Value	Information
H1	Participative Leadership has a positive influence on Organizational Citizenship Behavior	0,229	2,353	0,019	Data Supports Hypothesis
H2	Participative Leadership has a positive influence on Job Satisfaction	0,357	3,692	0,000	Data Supports Hypothesis
H3	Motivation has a positive effect on Job Satisfaction	0,344	3,581	0,000	Data Supports Hypothesis
H4	Job Satisfaction has a positive effect on Organizational Citizenship Behavior	0,232	2,293	0,022	Data Supports Hypothesis
H5	Participative Leadership has a positive influence on Organizational Commitment	0,412	4,486	0,000	Data Supports Hypothesis
H6	Motivation has a positive effect on Organizational Commitment	0,474	5,673	0,000	Data Supports Hypothesis
H7	Organizational Commitment has a positive influence on Organizational Citizenship Behavior	0,310	2,034	0,042	Data Supports Hypothesis
H8	Motivation has a positive influence on Organizational Citizenship Behavior	0,207	2,301	0,021	Data Supports Hypothesis

Source: Data Processed with SmartPLS 4, 2025

Table 6 shows that participative leadership has a significant positive effect on organizational citizenship behavior, supporting the first hypothesis (H1) with a coefficient of 0.229, t-value of 2.353 (>1.96), and p-value of 0.019 (<0.05). The second hypothesis (H2) is also supported, with participative leadership positively influencing job satisfaction (coefficient =

0.357, t-value = 3.692, p-value = 0.000).

The third hypothesis (H3) is accepted, showing that motivation has a significant positive effect on job satisfaction (coefficient = 0.344, $t = 3.581$, $p = 0.000$). The fourth hypothesis (H4) is also supported, with job satisfaction significantly influencing organizational citizenship behavior (coefficient = 0.232, $t = 2.293$, $p = 0.022$).

The fifth hypothesis (H5) is accepted, indicating that participative leadership positively affects organizational commitment (coefficient = 0.412, $t = 4.486$, $p = 0.000$). The sixth hypothesis (H6) is also supported, with motivation showing a significant positive effect on organizational commitment (coefficient = 0.474, $t = 5.673$, $p = 0.000$).

The seventh hypothesis (H7) is accepted, showing that organizational commitment has a significant positive effect on organizational citizenship behavior (coefficient = 0.310, $t = 2.034$, $p = 0.042$). The eighth hypothesis (H8) is also supported, with motivation significantly influencing organizational citizenship behavior (coefficient = 0.207, $t = 2.301$, $p = 0.021$). Overall, all hypotheses are supported by significant p-values, confirming the proposed model.

Discussion



The Influence of Participative Leadership on Organizational Citizenship Behavior

Participative leadership significantly positive affect organizational citizenship behavior. In line with Usman et al. (2021). Participative leadership proves its influence on the attitude of volunteerism and initiative of staff and non-managerial employees in the Tangerang City Manufacturing Industry which arises from the involvement of the work given. In addition, participative leadership can build strong and mutually supportive relationships, so that employees show active behavior in supporting the organization in the company as a whole (Daud et al., 2024).

Participative leadership is described as a leadership style that involves employees in the decision-making process, where from this it can be seen that there is an impact of the feasibility of assessing the influence of participative leadership on organizational citizenship behavior which is considered weak or has a relatively small influence in the F-Square test. Employees feel that they are involved with the company, which causes employees to become attached and voluntarily take the initiative to support the organization in the company (Raineri, 2023). In addition, participative leadership in increasing the creation of organizational citizenship behavior in manufacturing companies in Tangerang City, something that is done by leaders by allowing their employees to be involved in decision-making related to long-term goals and plans in the organization in the company, so that employees can develop supported by the skills and knowledge needed to support organizational progress in the company (Nikmah et al., 2024).

The Influence of Participative Leadership on Job Satisfaction

The participative leadership significantly positive affect job satisfaction. The results of this study are supported by previous research conducted by Mpuangnan et al. (2024). Leaders who involve employees in the decision-making process show that staff and non-managerial

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employees in the Tangerang City Manufacturing Industry contribute to a good approach and support the organization in the company. This also shows a positive influence that arises from a sense of appreciation and trust from leaders in subordinates.

In this company, it can be seen that there is an impact of the feasibility of assessing the influence of participative leadership on job satisfaction which is considered weak or has a relatively small influence in the F-Square test, where in increasing employee satisfaction with their work, leaders must have the right and supportive strategy. In increasing participative leadership on job satisfaction, leaders allow employees to be involved in decision-making related to the goals and long-term plans of the organization in the company (Kavita et al., 2024), so that this can create a sense of employee happiness in the company in providing independent work opportunities, as well as a sense of appreciation and more control over the work given. In addition, the positive influence that arises on staff and non-managerial employees with good communication between teams and the emergence of employee contributions in supporting the organization in the company (Tantowi et al., 2022).

The Influence of Motivation on Job Satisfaction



Motivation significantly positive affect job satisfaction. In line with Santos et al. (2024). This is shown in staff and non-managerial employees in the Tangerang City Manufacturing Industry, where employees show satisfaction with their jobs, influenced by motivation. Motivation can affect employee satisfaction with the needs felt by employees, indicated by employee behavior that works more optimally (Mohammed et al., 2019).

Motivation is described as a driver and control of employee behavior or attitudes. This is seen from the impact of the feasibility of assessing the relatively small or weak influence between motivation and job satisfaction in the F-Square test. The motivation felt by employees is due to the hope of work that provides opportunities for employees to develop their knowledge and skills (Tantowi et al., 2022), so that it has a significant positive impact on job satisfaction felt by employees, where employees feel happy with the company, because it provides the opportunity to work independently (Mukhofi et al., 2024).

The Influence of Job Satisfaction on Organizational Citizenship Behavior

Job satisfaction in this study proves that there is a significant positive influence on organizational citizenship behavior. The results of this study are supported by previous research by ShuXia et al. (2024). Job satisfaction felt by staff and non-managerial employees in the Tangerang City Manufacturing Industry makes employees feel satisfied and have a desire and initiative to help coworkers, be more active in supporting the organization in the company and voluntarily contribute to work outside of their formal work. This is because the job satisfaction felt by employees arises psychologically from a sense of desire to do good things for the organization in the company, so that high job satisfaction is indicated by high organizational citizenship behavior.

Job satisfaction is described as employee satisfaction with work that can increase

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organizational citizenship behavior, where employees are given the opportunity to work independently which makes employees more active and feels appreciated and feels given more trust (Renaldo & Andani, 2022). Although the F-Square test shows a relatively weak effect of job satisfaction on organizational citizenship behavior, it still positively contributes by encouraging employees to develop skills and knowledge that support organizational growth through initiative and voluntary efforts beyond formal duties (Mishra et al., 2023).

The Influence of Participative Leadership on Organizational Commitment


The participative leadership has a positive effect on organizational commitment. The results of this study are supported by research conducted by Chang et al. (2021). Participative leadership can increase emotional bonds and a sense of responsibility of employees to the organization, where staff and non-managerial employees in the Tangerang City Manufacturing Industry feel bound to the organization, due to trust and positive contributions that are useful for the organization in the company. Several previous research findings are in line and show the same results (Abulaaban & Erhan, 2024; Banjarnahor et al., 2018).

In this company, it can be seen that there is an impact of the feasibility of assessing the influence of participative leadership on organizational commitment which is considered moderate or its influence is relatively moderate in the F-Square test, where the emotional bond that arises between employees and leaders causes employees to have a sense of responsibility for the organization in the company (Ly, 2024). Employees who have a bond are indicated by the feelings that arise, where the problems in the organization become the employees' own problems. This arises due to the influence of participative leadership, where leaders provide opportunities for employees to develop involvement in decision-making related to long-term goals and plans (Oh et al., 2023).

The Influence of Motivation on Organizational Commitment

Motivation has a significant positive effect on organizational commitment. The results of the study are supported by previous research by Rachman (2022). Motivated employees are shown by their loyalty and desire to stay in the organization. This can be seen in staff and non-managerial employees in the Tangerang City Manufacturing Industry, who show attitudes or behaviors of commitment in encouraging organizational achievement and development in the company (Kitta & Zaeni, 2023).

In this company, there is an impact of the feasibility of assessing the influence of motivation on organizational commitment which is considered strong or has a relatively large influence in the F-Square test, where motivated employees show loyalty, desire to stay and work better (Widarko & Brotosuharto, 2022). Employees have motivation shown by the hope that the work they do can provide opportunities to develop knowledge and skills, so that it affects loyalty to commit and what becomes an organizational problem in the company will later become a problem for the employees themselves (Nelwan et al., 2024).

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The Influence of Organizational Commitment on Organizational Citizenship Behavior

Organizational commitment positively affect OCB. Khantwal & Singh (2024). Employees who have high commitment, have a responsible attitude in the success and sustainability of the organization in the company, and are reflected in voluntary behavior to help, participate and contribute extra in achieving organizational goals. This is shown in staff and non-managerial employees in the Tangerang City Manufacturing Industry, The higher the organizational commitment felt by employees, the greater their organizational citizenship behavior and aligning with findings from previous studies.(Husnah & Sarianti, 2024; Ndlovu et al., 2024).

Organizational commitment is described as an extra contribution from employees for the progress of the organization in the company, which is done voluntarily or organizational citizenship behavior. This is seen from the impact of the feasibility of assessing the relatively small or weak influence between organizational commitment and organizational citizenship behavior in the F-Square test. Employees who have a strong commitment show a sense of responsibility and loyalty, where employees make the problems faced by the company their own problems, this is shown because employees feel an emotional bond with the organization in the company where they work (Hermanto et al., 2024). Employees have the desire to develop the skills and knowledge needed to support organizational progress in the company (Karunaa & Aruna, 2021).



The Influence of Motivation on Organizational Citizenship Behavior

This study shows that motivation has a positive effect on organizational citizenship behavior. The results of this study are supported by previous research by Nordat et al. (2022). Staff and non-managerial employees in the Tangerang City Manufacturing Industry show voluntary behavior in working outside their formal duties and responsibilities, due to the motivation they feel. This is in line with research conducted by (Regen et al., 2022; Sylviana et al., 2020).

In this company, it can be seen that there is an impact of the feasibility of assessing the influence of motivation on organizational commitment which is considered weak or has a relatively small influence in the F-Square test, where motivated employees show voluntary behavior to work outside their formal duties. This arises because employees have expectations of the work they do to be able to provide opportunities to develop both the knowledge and skills that employees have (Mishra et al., 2023), so that employees who have high motivation have an attitude or behavior of organizational citizenship behavior, where employees develop the skills and knowledge needed to support organizational progress in the company (Regen et al., 2022)

Conclusion

There is a relatively large or strong positive influence between motivation and organizational commitment in staff and non-managerial employees in the Manufacturing Industry in Tangerang City. A relatively moderate or moderate positive influence between



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participative leadership and organizational commitment. Several variables show weak effects, including participative leadership, motivation, job satisfaction, and organizational commitment on organizational citizenship behavior. Motivation also has a significant but weak positive impact on OCB.



The number of respondents in this study was 120 respondents, the sample size was relatively small or the results of the study had an impact on the characteristics of not being represented optimally influencing organizational citizenship behavior. In addition, the scope of the study was only conducted in Tangerang City. Suggestions for further research for object sources include a wider area, such as Jabodetabek or Province, because this study was conducted in Tangerang City. In addition, because the number of samples in this study was not large enough to be collected, further research can examine a large number.

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