



The Effect of Leader Member Exchange and Perceived Organizational Support on Organizational Citizenship Behavior through Job Satisfaction (Study at Branch Office of PT Bank Negara Indonesia (Persero) Tbk, West Sumatra)

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ABSTRACT

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Employees with Organizational Citizenship Behavior will encourage their best ability to produce the best output for the benefit of the organization. This study aims to analyze the factors that influence Organizational Citizenship Behavior and the mediating role of Job Satisfaction. The population in this study were all employees of BNI at the Solok, Payakumbuh, and Bukittinggi branch offices, with a total sample of 103 people. The source of this research data is primary data collected through questionnaires. Structural equation modeling method (PLS-SEM) was used to analyze the data. The results of this study indicate that Leader Member Exchange and Perceived Organizational Support have a positive effect on Organizational Citizenship Behavior, but Job Satisfaction has no effect on Organizational Citizenship Behavior. Leader Member Exchange positively affects Job Satisfaction, but Perceived Organizational Support fails to affect Job Satisfaction. This study found that job satisfaction did not mediate the relationship between Leader Member Exchange and Perceived Organizational Support on Organizational Citizenship Behavior.

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1. Introduction

Bank Negara Indonesia (BNI) is one of the oldest state-owned commercial banks in Indonesia, which was established on July 5, 1946, which currently has 17 regions and 2,262 branch offices throughout Indonesia and 8 overseas branches. In Indonesia, BNI is divided into 17 Regional Offices, one of which is Area 02 (Padang Region) which consists of several Branch Offices namely Sungai Penuh, Tembilahan, Selat Panjang, Rengat, Tanjung Pinang, Batam, Pekanbaru, Dumai, Padang, Bukittinggi, Tanjung Balai Karimun, Payakumbuh, and Solok. Based on data obtained from Bank Negara Indonesia (BNI), the branch offices located in area 02 in 2021 with the lowest ranking are the Solok branch office with a branch SEI score of 88,141, the Payakumbuh branch office with a branch SEI score of 88,246, and the Bukittinggi branch office with a branch SEI score of 88,340. The Solok, Payakumbuh, and Bukittinggi branch offices have the lowest SEI scores compared to other branch offices in region 02. Thus, these three branch offices have the lowest performance as shown by the branch SEI scores. Thus, the three branch offices have low performance. This problem is not known for certain whether the poor performance is the contribution of human resources that is not in accordance with the job description or the absence of contributions from employees who work beyond the required job description. Therefore, it is necessary to conduct further research on Organizational Citizenship Behavior (OCB) behavior, because OCB behavior is very helpful for BNI in facing increasingly competitive competition in the banking business and also the higher OCB among employees, the more optimal employee performance will ultimately have an impact on company performance.



Social exchange theory is an appropriate theory to explain perceived organizational support and leader member exchange, organizational citizenship behavior [1]. OCB behavior is formed because of the balance of social exchange between employees and the organization which can be seen from the relationship between superiors and subordinates known as the Leader Member Exchange, and employees are treated well by the organization known as Perceived Organizational Support (POS). This results in employee Job Satisfaction (JS) and employees reciprocate in the form of voluntary behavior towards the organization because the organization has provided benefits to him and employees are obliged to reciprocate. Organizations expect employees to be willing to voluntarily do tasks outside of the job description or also known as Organizational Citizenship Behavior (OCB). Evidence was found that organizations that have employees with a good understanding of OCB generally have more potential than other organizations [2]. Companies that have employees with a high level of OCB have better performance, this due to employees with high OCB show better performance and ultimately contribute more to achieving organizational goals [3].

In order to form a strong OCB, several factors are needed that can affect OCB, such as Leader member exchange (LMX). LMX is defined as an exchange between an employee and a leader and describes an interpersonal relationship between a leader and an employee, usually an unwritten relationship that occurs within the organization [4]. A successful company is a company that is able to create positive relationships between its leaders and employees [5]. If the interaction and relationship between the leader and subordinates is of high quality, it will have a positive impact on employee performance, therefore it will motivate employees to work harder in carrying out their duties which will further support OCB behavior. In addition to leader member exchange, another factor that can increase OCB behavior is the support provided by the organization or commonly referred to as Perceived Organizational Support (POS) [6][7]. Perceived Organizational Support (POS) is an employee's belief about how far the company is able to respect and aware about the welfare of employees [8]. With Perceived Organizational Support (POS), it will be able to maximize employee performance, because organizational support has a positive impact. Another factor is job Satisfaction (JS), employees who are satisfied with their work will try to do their work to the maximum, even doing other things outside of their job description so that it has a positive impact on the company.

Based on the perspective of social exchange, the relationship between LMX and OCB shows that when supervisors form high-quality exchange relationships with subordinates, then subordinates have a moral obligation to reciprocate their supervisors. Subordinates in high-quality exchanges tend to receive exclusive social, political, and economic support from their immediate superiors, and this indicates that subordinates not only perform their roles and functions, but are also willing to go beyond their formal job requirements to reciprocate such positive treatment [4]. This positive principle of mutual benefit causes employees to show greater OCB and reduces the occurrence of deviant behavior. Therefore, high quality LMX relationships tend to trigger OCB because this behavior can serve as a means to reciprocate the relationship and is not recognized by job descriptions or formal reward systems in organizations [9]. High-quality leadership-employee relationships are characterized by high levels of trust, formal and informal interaction, support, and rewards, thereby contributing to job satisfaction among employees [10]. Job satisfaction is formed through good relations between superiors and subordinates, therefore it has an impact on Organizational Citizenship Behavior. Job satisfaction has a significant correlation with LMX which stimulates OCB. Then, the hypotheses that can be proposed are:

H1: Leader Member Exchange (LMX) has a positive effect on Organizational Citizenship Behavior (OCB).

H2: Leader Member Exchange (LMX) has a positive effect on Job Satisfaction.

H3: Leader Member Exchange (LMX) affects Organizational Citizenship Behavior (OCB) through Job Satisfaction (JS).

Positive perceptions of organizational support encourage employees to work well, thereby creating positive feelings among employees [11]. Positive feelings can be described as a set of additional role behaviors, which are the basic components of OCB, therefore employees with high POS levels show higher levels of OCB [12]. Managers with high levels of POS report higher levels of job satisfaction compared to managers with lower levels of organizational support [13]. Through POS, employees feel an intrinsic drive to devote themselves socio-emotionally to the job as well as the organization, thus, they are highly loyal and satisfied with their work and organization [14]. POS and job satisfaction are significantly correlated with employee organizational support that stimulates OCB [15]. Perceived Organizational Support can improve employee satisfaction, therefore job satisfaction mediates the relationship between POS and OCB [16]. Then, the hypotheses that can be proposed are:

H4: Perceived Organizational Support (POS) has a positive effect on Organizational Citizenship Behavior (OCB).

H5: Perceived Organizational Support (POS) has a positive effect on Job Satisfaction.

H6: Perceived Organizational Support (POS) affects Organizational Citizenship Behavior (OCB) through Job Satisfaction (JS).

Social exchange theory suggests that employees who are satisfied with their jobs will put in extra effort and make positive contributions to the organization [17]. The more employees feel satisfied at work, the higher the behavior of helping employees such as OCB [18]. Therefore, Employees who are satisfied with their work are more likely to be encouraged to perform OCB behavior. Job satisfaction establishes a direct and positive relationship with OCB [19]. Thus, the next hypothesis is:

H7: Job satisfaction (JS) has a positive effect on Organizational Citizenship Behavior (OCB).

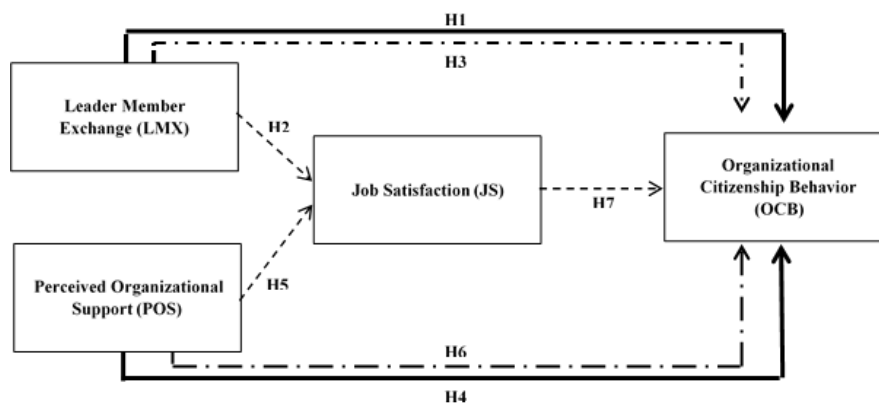


Figure1. Conceptual Framework

2. Research Method

This study adopted a quantitative method to test and prove the hypothesis through several tests and data processing. In this study, the population consisted of all employees of BNI at the Solok, Payakumbuh, and Bukittinggi Branch Offices, amounting to 103 people. This study uses a non-probability sampling technique with purposive sampling method. The criteria given are permanent employees of BNI at the Solok, Payakumbuh and Bukittinggi Branch Offices who have a working period of more than 5 years starting from the issuance of the letter of appointment at BNI. Thus the number of samples in this study was 103 people. In this study, the data used are primary data obtained directly to the respondents through the distribution of questionnaires. Then, the data analysis technique used is Structural Equation Modeling (SEM). The dependent variable in this research is Organization Citizenship Behavior (OCB) which is symbolized by the letter Y, while while the independent variable is Leader Member Exchange (LMX) as X1 and Perceived Organizational Support (POS) as X2. In addition, the mediating variable in this study is Job Satisfaction (JS) which is symbolized by the letter Z.

3. Result and Discussion

3.1 Response Rate

Response Rate is the rate of return of the questionnaire by the respondent. This questionnaire was written in the google form application and distributed online which was shared through the WhatsApp and gmail.com applications which contained statements of strongly agree to strongly disagree about the research variables. Then respondents were asked for their responses and then filled out a list of respondents' identities which were shared anonymously with BNI employees. Based on this, a satisfactory response was obtained where the questionnaire was filled out completely and the damaged and non-returned questionnaires were not found, therefore a 100% response rate was obtained which was calculated from the percentage of the number of returned questionnaires (103 questionnaires) to the distributed questionnaires (103 questionnaires).



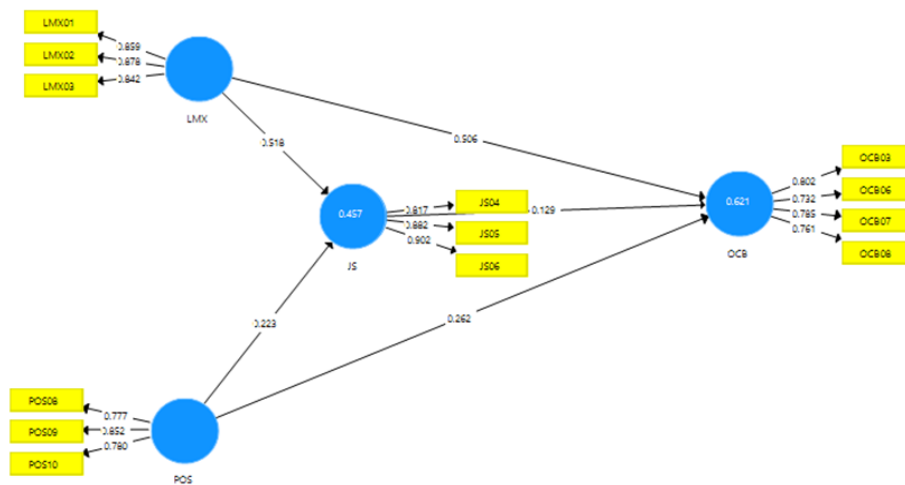


Figure 2. Outer Model

3.2 Outer Model (Validity and Reliability Test)

Outer Model is a specification of the relationship between latent variables and their indicators, also known as outer relations or measurement models that define the characteristics of the construct and its manifest variables. The outer model with reflective indicators is evaluated with the convergent and discriminant validity of the indicators and the reliability test for the indicator block. Convergent validity is related to the principle that the measures (manifest variable) of a construct must be highly correlated and consists of outer loading and AVE test [20]. Then, discriminant validity is performed while two instruments measure two predictable but uncorrelated constructs and generate an uncorrelated score using cross loading testing [21]. Furthermore, reliability test is carried out to measure the reliability of a construct with reflective indicators which is carried out through Composite Reliability test. The explanation of the outer loading output is shown in Table 1.

Table 1
Outer Loading

Constructs	JS	LMX	OCB	POS
JS04	0,817			
JS05	0,882			
JS06	0,902			
LMX01		0,859		
LMX02		0,878		
LMX03		0,842		
OCB03			0,802	
OCB06			0,732	
OCB07			0,785	
OCB08			0,761	
POS08				0,777
POS09				0,852
POS10				0,780

Source: SmartPLS 3 (2022)

In the first stage, there are several indicators that have an outer loading value below 0.7 and then removed from the model due to not in accordance with the outer loading criteria where the indicator score that measures the construct value must be greater than 0.7 to be considered significant, therefore a re-estimation is carried out. Table 1 shows that all indicators are valid, which is greater than 0.7 and the model is in accordance with the calculation process for the outer loading. The explanation of the validity and reliability outputs is shown in Table 2.

Table 2
Validity And Reliability Test

Constructs	AVE	Composite Reliability
LMX	0,739	0,895
POS	0,646	0,845
JS	0,752	0,901
OCB	0,594	0,854

Source: SmartPLS 3 (2022)

An AVE value greater than 0.5 indicates good convergent validity, meaning that the latent variable is able to explain the average of more than half of the indicator variance. Table 2 shows that the AVE values of the four constructs in this study are above 0.5, meaning that more than half of the diversity of LMX indicators is able to form LMX constructs, as well as for POS, JS, and OCB constructs.

Composite Reliability is considered reliable if it has a value above 0.7 [22]. Table 2 provides information that all constructs in this study are reliable due to the value is above 0.7, which means that the instruments used in this study are stable and consistent or the indicators used are consistent in measuring the constructs of LMX, POS, JS, and OCB. Then, the explanation of discriminant validity assessment using cross loading is shown in Table 3.

Table 3
Cross Loadings

Construct	JS	LMX	OCB	POS
JS04	0,817	0,554	0,547	0,530
JS05	0,882	0,557	0,476	0,405
JS06	0,902	0,581	0,528	0,444
LMX01	0,531	0,859	0,620	0,509
LMX02	0,555	0,878	0,751	0,567
LMX03	0,597	0,842	0,539	0,458
OCB03	0,518	0,584	0,802	0,517
OCB06	0,420	0,495	0,732	0,453
OCB07	0,411	0,556	0,785	0,478
OCB08	0,485	0,651	0,761	0,500
POS08	0,355	0,473	0,532	0,777
POS09	0,476	0,460	0,522	0,852
POS10	0,449	0,511	0,474	0,780

Source: SmartPLS 3 (2022)

The measure of cross loading is to compare the correlation of the indicator with its construct and constructs from other blocks. If the correlation between an indicator and its construct is higher than the correlation with other block constructs, it indicates that the construct predicts the size of their block better than the other blocks. Table 3 shows that all statement items used in measuring a variable have a greater correlation coefficient with each construct than the item coefficient values in the construct block in other columns. Thus, the model that was built has good discriminant validity. Thus the model that was built has good discriminant validity.

Then assessing the other discriminant validity is through Fornell Larcker Criterion. Discriminant validity will be achieved if the square root of the AVE for each construct must be greater than the correlation value for the same construct. The table below shows the results of discriminant validity with the Fornell Larcker Criterion.

Table 4
Fornell Larcker Criterion

Construct	JS	LMX	OCB	POS
JS	0,867			
LMX	0,652	0,860		
OCB	0,598	0,747	0,771	
POS	0,533	0,598	0,633	0,804

Source: SmartPLS 3 (2022)



Table 4 shows that the AVE root for the Job Satisfaction (JS) construct is 0.867 while the maximum correlation of job satisfaction with other constructs is 0.652, so the AVE root value for the Job Satisfaction (JS) construct is greater than the correlation value of the other constructs. This shows that the other discriminant validity requirements have met the criteria. Likewise with other constructs that show the root of AVE is greater than the correlation construct. Thus the results of this study have adequate discriminant validity with Fornell & Larcker criteria. After all the tests on the outer model are valid, the next step is to evaluate the inner model as follows.

3.3 Inner Model (Structural Model)

a. R Square (R^2)

The evaluation of the structural model aims to examine the causal relationship between the constructs. Evaluation in the structural model through R square (R^2) aims to determine the interpretation of the value of R square (R^2), namely the magnitude of the variability of endogenous variables that can be explained by exogenous variables. R square (R^2) value of 0.67 is categorized as strong, 0.33 is categorized as moderate and 0.19 is categorized as weak [23]. The results of R Square (R^2) are shown in the table below.

Table 5
R Square (R^2)

Constructs	R Square (R^2)	Explanation
JS	0,457	Moderate
OCB	0,621	Moderate

Source: SmartPLS 3 (2022)

Table 5 shows the R Square (R^2) value of job satisfaction is 45.7%, it is interpreted that the variability of job satisfaction (JS) is moderately explained by the Leader Member Exchange (LMX) and Perceived Organizational Support (POS). The remaining 54.3% is influenced by other variables that were not examined in this study. Furthermore, the R Square (R^2) value of Organization Citizenship Behavior (OCB) is 62.1%, meaning that Organization Citizenship Behavior (OCB) variability can be explained moderately by Leader Member Exchange (LMX), Perceived Organizational Support (POS), and job satisfaction (JS). The remaining 37.9% is influenced by other variables that were not examined in this study.

b. F Square (F^2)

Changes in the value of R^2 can be used to determine whether the effect of exogenous constructs on endogenous constructs has a substantive effect. It is measured using an effect size assessment (F^2). If the value of F^2 is 0.02 then it has a weak effect, while 0.15 has a moderate effect and a value of 0.35 has a strong effect. The F^2 values for each construct will be reported in the table below.

Table 6
F Square (F^2)

Hypothesis	F Square (F^2)	Explanation
JS -> OCB	0,024	Weak
LMX -> JS	0,318	Moderate
LMX -> OCB	0,330	Moderate
POS -> JS	0,059	Weak
POS -> OCB	0,110	Weak

Source: SmartPLS 3 (2022)

The interpretation of the Table 6 is the effect of Leader Member Exchange (LMX) on Job Satisfaction (JS) and OCB has a moderate effect. In addition, the effect of Perceived Organizational Support (POS) on Job Satisfaction (JS) and Organization Citizenship Behavior (OCB) has a weak effect as well as for Job Satisfaction (JS) and Organization Citizenship Behavior (OCB) also has a weak effect.

c. Q Square (Q^2)

Another test in the structural model is predictive relevance (Q^2) which serves to validate the model. The predictive measurement of relevance (Q^2) in this study was carried out because the endogenous latent variable has a reflective measurement model. Predictive Relevance (Q^2) results are declared good if the value is greater than zero, which means that the exogenous latent variable is good (correct) as an explanatory variable that is able to predict the endogenous latent variable. Predictive relevance results (Q^2) are reported in the table below.

Table 7
Q Square (Q²)

Constructs	Q Square (Q ²)	Explanation
JS	0.78	Good
OCB	0.68	Good

Source: SmartPLS 3 (2022)

The interpretation of Table 7 is that the model built in this study has a good prediction of relevance because the Q² value is greater than zero such as the Q² value of job satisfaction is 0.78 meaning Leader Member Exchange (LMX) and Perceived Organizational Support (POS) are appropriate as explanatory variables that can predict Job Satisfaction (JS). Likewise, the Organization Citizenship Behavior (OCB) construct has a Q² Predictive Relevance of 0.68 which is declared good, meaning that Leader Member Exchange (LMX), Perceived Organizational Support (POS), and Job Satisfaction (JS) are appropriate as explanatory variables that can predict Organization Citizenship Behavior (OCB).

3.4 Hypothesis

The path coefficient describes the strength of the relationship between constructs to test the proposed hypothesis whether it is accepted or rejected through the bootstrapping procedure. The hypothesis is accepted if the t statistic is greater than the t table of 1.96 and the P value is less than 0.05. Otherwise, if t table is greater than t statistic and the p-value is greater than 0.05, the hypothesis is rejected. The results of hypothesis test are shown in the table below.

a. Direct Test

Table 8
Path Coefficient

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic	P Values
LMX -> OCB	0,506	0,510	0,097	5,229	0,000
LMX -> JS	0,518	0,520	0,115	4,509	0,000
POS -> OCB	0,262	0,264	0,081	3,225	0,001
POS -> JS	0,223	0,224	0,117	1,912	0,056
JS -> OCB	0,129	0,124	0,093	1,378	0,169

Source: SmartPLS 3 (2022)

The results of hypotheses test based on Table 8 are as follows:

- H1: Leader Member Exchange (LMX) has a positive and significant effect on Organizational Citizenship Behavior (OCB).
- H2: Leader Member Exchange (LMX) has a positive and significant effect on Job Satisfaction (JS).
- H4: Perceived Organizational Support (POS) has a positive and significant effect on Organizational Citizenship Behavior (OCB).
- H5: Perceived Organizational Support (POS) has a positive and not significant effect on Job Satisfaction (JS).
- H7: Job Satisfaction (JS) has a positive and not significant effect on Organizational Citizenship Behavior (OCB).

b. Mediation Test

Table 9
Mediation Result

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P values
LMX -> JS -> OCB	0,067	0,066	0,055	1,209	0,227
POS -> JS -> OCB	0,029	0,027	0,026	1,100	0,272

Source: SmartPLS 3 (2022)

The results of the mediation results based on Table 9 are as follows:

- H3: Job Satisfaction (JS) does not mediates the effect of Leader Member Exchange (LMX) on Organizational Citizenship Behavior (OCB).
- H6: Job Satisfaction (JS) does not mediates the effect of Perceived Organizational Support (POS) on Organizational Citizenship Behavior (OCB).



Thus, it can be concluded that of the seven proposed hypotheses, three hypotheses can be accepted while the other four hypotheses are rejected as described in Tables 8 and 9 above.

4. Conclusions

The relationship that is built between leaders and employees plays an important role in encouraging OCB behavior of employees of BNI branches in Solok, Payakumbuh, and Bukittinggi. The good quality of interaction between leaders and employees will encourage employees to be responsible for their work, however if the quality of the relationship is not good, employees tend to be uncomfortable at work. Employee evaluation of organizational support plays an important role in improving employee OCB behavior, the higher the employee's assessment of organizational support, the higher the OCB behavior of BNI employees in Solok, Payakumbuh, and Bukittinggi branches. The relationship between superiors and subordinates is the best predictor in creating employee job satisfaction, the better the relationship between leaders and employees at BNI Branches Solok, Payakumbuh, and Bukittinggi, the higher the level of employee job satisfaction. To achieve the goals, organizations can encourage the creation of special opportunities for their employees and encourage leaders to play an active role by interacting with each other outside the workplace. In particular, human resource managers should consider creating or changing HR strategies such as interpersonal relations, organizational support, job satisfaction for OCB, which are related to improving employee performance as well as organizational performance to build a sustainable organization.

However, perceived organizational support does not have a major role in increasing employee job satisfaction. Employee job satisfaction also does not have a major role in improving employee OCB behavior. Job satisfaction does not mediate the relationship between leader member exchange and OCB of branch office employees of BNI Solok, Payakumbuh, and Bukittinggi which means that employee OCB can increase due to direct contributions from the leader member exchange. Job satisfaction does not mediate the relationship between perceived organizational support and OCB of employees at BNI branch offices in Solok, Payakumbuh, and Bukittinggi, which means that employee OCB can increase due to direct contributions from perceived organizational support.

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