



The Influence Of Leadership Style, Motivation, And Remuneration On The Performance Of Public Sector Employees Mediated By Organizational Citizenship Behavior

Muhammad Donal Mon¹, Irvan Kurniawan^{2*}, Agustinus Setyawan³

^{1,2,3}Faculty of Business and Management, Universitas Internasional Batam

*Corresponding author: E-mail: vanka_btm@yahoo.co.id

Abstract

This research aims to evaluate the influence of leadership patterns, motivation, and salary systems on the performance of public sector employees through the mediating role of Organizational Citizenship Behavior (OCB). The research results show that the type of leadership, level of motivation, and level of compensation provided have a positive and significant impact on employee productivity. OCB also acts as a link between these factors and employee performance. This research makes an important contribution to the development of strategies and policies to improve the performance of public sector employees. In addition, this research highlights that effective leadership, high motivation, and an adequate salary system can increase employee productivity. The implications of these findings have significance in efforts to develop strategic steps and policies to increase employee productivity in the public sector.

Keywords: Leadership style, Motivation, Remuneration, Employee Performance, Public Sector, Organizational Citizenship Behavior (OCB)

1. INTRODUCTION

The integrity of the National Civil Service and Bureaucratic Reform (PANRB) in Indonesia has confirmed its determination to intuitively increase the level of professionalism and competence of the National Civil Service (ASN). This commitment is reflected in the implementation of the Indonesian Law No. 5 of 2014 regarding the State Civil Apparatus. The main aim of these laws is to encourage ASNs, including Civil Service Employees (PNS) and Government Officials through Job Contracts (PPPK), to increase their performance results.

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To achieve this target, every government institution is required to implement a performance management system. These guidelines and intuitions regarding performance management are further described in PANRB Regulations No. 6 2022. The employee performance management system, as described in PANRB Regulation No. 6, 2022, focuses on improving employee performance results, meeting leadership expectations, carrying out intensive communication between leadership and employees, achieving organizational performance, achieving work results, and employee behavior. This performance management system is implemented both for Civil Service Employees (PNS) and Government Officials through a Work Agreement (PPPK) in a consistent manner.

Employee performance reflects the results of the work produced, not just the accomplishment of the tasks that have been set. Management of employee performance, in line with the regulations contained in PANRB Regulation No. 6, 2022, involves a series of processes, starting from performance planning which includes determining and reviewing what is expected from employee performance to carrying out tasks, monitoring and coaching employee performance. This stage includes recording work results, providing feedback sequentially, improving the quality of employee performance, as well as evaluating employee performance, including actions that need to be taken as a result of evaluation, such as recognition of achievements and corrective action if necessary. All of these steps have the intuitive aim of creating a State Civil Apparatus (ASN) that has unique capabilities, as well as an active role in achieving government goals and providing optimal service to the community. (Indonesian Republik Law No. 5 of 2014 regarding the State Civil Apparatus, 2014).

The first step taken by the government in an intuitive effort to increase employee competency, in line with the Ministry of Internal Affairs 900-4700 year 2020, is through regulation and implementation of the Civil Service Regulation Procedures in Government for Additional Income of State Civil Apparatus Employees in the Environment Regional Government. The distribution of additional income to employees has a very significant impact on employee performance results, which ultimately has an impact on changing bureaucratic culture in carrying out tasks and responsibilities. This reward offering has the intuitive potential of encouraging employees to improve their performance, as well as creating prosperity for employees, while also avoiding the potential for the occurrence of corruption, collusion, and nepotism within the government sphere. (Kaur & Randhawa, 2021). This is in line with achieving quality, transparency, clean governance, and optimal service. Although the existing employee performance evaluation system is quite intuitive and reflects the aspects of day-to-day operations, it does not have the same aspects of the management system as it depends on the government's goals in the future. Therefore, it is





very important to carry out an intuitive analysis to identify gaps between existing systems and future government objectives. This will be a strong and intuitive basis for improving the employee performance assessment system in the future. One of the factors that needs to be taken into consideration is Organizational Citizenship Behavior (OCB), which has the intuitive potential to influence employee performance outcomes. (Kepmendagri 900-4700, 2020).

Organizational citizenship behavior (OCB) has become a significant focus of attention in academic circles and management practices. OCB has a variety of significant positive impacts on organizational sustainability as a whole. In a study conducted by Kaur and Randhawa in 2021, OCB was shown to improve various aspects of organizational success. Apart from that, Muihammad Donald Mon and Ardiyansah stated in 2023 that achieving corporate performance will be successful if every employee can make a good and maximum contribution to their work. (Permen PANRB No. 6 Year 2022, 2022)

The results of research carried out in Belanda and Belgium indicate that Organizational Citizenship Behavior (OCB) behavior towards the environment is positively related to intrapreneurship. Despite this, research findings suggest that intrapreneurship does not play a role in the relationship between OCB behavior towards the environment and circular behavior, as previously hypothesized. In addition, this research reveals that the relationship between OCB behavior towards the environment and behavior around the environment is more significant in the group of people who have a high hierarchical position compared to those who have a lower hierarchical position. (Muhammad Donald Mon & Ardiyansah, 2023)

Employee readiness in facing change plays an integral role in carrying out change initiatives in the Jordanian context. (Ferdiansyah & Suryani, 2022). This research is intended to intuitively analyze the impact of high-performance human resource management practices and affective commitment on employee readiness in facing change. Apart from that, this research is an intuitive way to understand how employee readiness can improve individual employee performance. (Neessen, de Jong, Caniëls, & Vos, 2021)

Research conducted in the Pakistani context has investigated the positive and significant impact of transactional leadership style (TLS) and entrepreneurial passion (ETP) on employee performance (Employee Performance, EP). In addition, researchers have also identified passion as a mediator that mediates the relationship between TLS and EIP. These findings have valuable implications for executives, entrepreneurs, and managers in balancing strategy and policy (Fatyandri & Surbakti, 2023). Employee perception of leadership style plays an important role in achieving a higher level of work performance, and therefore, this expertise makes a substantial contribution to the effort to increase employee



performance by balancing appropriate leadership behavior (Yuswardi, 2020), (Setyawan, 2021).

To analyze the implications of training on predicted employee performance through evaluation of training skills, availability of training resources, and employee perception of training, this research was carried out. Research results reveal that the evaluation of training resources and availability of training resources have a significant positive impact on increasing employee performance (Fatyandri & Surbakti, 2023). However, it was found that employee perception of training did not have a significant impact on employee performance levels. As a recommendation, the Deiparteimein Suimbeir Human Resources in the Tigray Regional Education Bureau (TREB) should take intuitive steps to train employees to increase the effectiveness of the training program, which in turn will have a positive impact on increasing employee performance. Increasing the availability of training resources and their management is also considered an intuitively important factor in determining the effectiveness of existing training programs. (Abdelwahid, Soomro, & Shah, 2023).

Research examines the impact of Organizational Citizenship and Leadership on Employee Performance which is influenced by Organizational Citizenship Behavior which has been carried out in the context of employees in the Indonesian Seirambi Daily. The results of this research have produced literary conclusions that examine the contribution of resilience, organizational financial perception, and employee performance while considering the mediating role played by organizational citizenship behavior (Dagnew Gebrehiwot & Elantheraiyan, 2023). The Hierarchical Linear Modeling (HLM) method was chosen to intuitively analyze the impact of the variables involved in this research (Alquidah, Carballo-Penela, & Ruzo-Sanmartín, 2022).

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The leadership style is based on the methods used by an intuitive leader to motivate employees to work together without feeling overwhelmed, to achieve organizational targets (Busro, 2018). The definition of leadership style, as explained by Tampubolon (2022), is the behavior and attitudes adopted by a leader in carrying out his leadership role, namely intuitively encouraging his team members to work more efficiently in achieving the goals set in the leadership. Leadership styles vary between leaders because each individual has different traits, and characteristics, and faces different situations (Muhammad Donal Mon, Robin, & Tarihoran, 2021).

Research conducted by (Gunawan, Alifia, & Adji, 2022) concludes that leadership style has a significant influence on employee performance. This finding is supported by test

results that indicate a significant level, indicating that leadership style plays an important role in influencing employee performance.

H1: There is a positive and significant influence between Leadership Style and employee performance

Motivation can be described as a driving factor that encourages intuitive individuals to work effectively and contribute as much as possible to achieving organizational goals (Hidayah & Santoso, 2020). With strong motivation, employees will feel satisfied and motivated and will intuitively increase their performance in an organizational context.

The study conducted by (Samad, Firman, & et al., 2022) shows that work motivation partially has a positive influence on employee performance. Increasing work motivation and continuously maintaining work motivation is oriented towards increasing employee performance (Hajjali, Muhammad, Kessi, Prihatin, & Sufri, 2022).

H2: There is a positive and significant influence between motivation and employee performance

Reimbursement is one of the bureaucratic reform initiatives carried out by the government through the provision of additional benefits adjusted by agencies based on individual performance as a reward for the contribution made by each employee in the results of their work (Hanif Nur Hidayah, 2020).

In the study that has been carried out by (Febrianti, Ningsih, Basri, & Sumini, 2022) remuneration has had a positive impact on employee performance, because the remuneration carried out on employee performance has increasingly increased so it has an impact on the quality of employee performance.

H3: There is a positive and significant influence between Reimbursement and employee performance.

Organizational citizenship behavior (OCB) is a term coined by (Organ, 1988) because employees do not expect any reward for their actions. Employees voluntarily perform work that exceeds the standards of the tasks assigned to them to achieve organizational goals.

A study conducted by (Suisilo, Juifrizain, & Khair, 2023) shows that there is a significant influence between employees' high OCB which can influence employee performance. High performance requires self-awareness, with high awareness, each employee will behave better in his/her role (Nasution & Khair, 2022)

H4: There is a positive and significant influence between OCB and employee performance



According to Rosalina & Wati (2020), leadership style is a pattern of behavior used by someone when they try to influence the actions of other people to consolidate the perception between them, which makes their role very important. The aspects of Organizational Citizenship Behaviour (OCB) as proposed by Morgan (in Sulistyoningtyas & Khusnul Dwiheistie, 2022) include altruism (desire to support work performance), conscientiousness (dedication and performance to established standards), sportsmanship (the attitude of accepting the intuitiveness of the person's deeds open-minded), courtesy (avoiding conflict), and civic virtue (respect for the organization). A study conducted by (Aryanti & Panjaitan, 2023) shows that leadership style has a significant impact on OCB variables.

H5: There is a positive and significant influence between Leadership Style and OCB

Motivation can be interpreted as a behavioral pattern that encourages and induces humans to intuitively carry out certain things in action that lead to the optimal direction (Andika Rindi & et al., 2019). Research conducted by Armistead and Clark in 2019 indicated that there is a positive correlation between the level of motivation and organizational citizenship behavior (OCB), which means that the higher a person's work motivation, the greater the likelihood of developing OCB in the work environment.

H6: There will be a positive and significant influence between Motivation and OCB

In (Indonesian Republik Finance Ministry, 2017) the remuneration component is a work reward that is included in the components of salary, honorarium, fixed allowances, incentives, bonuses or achievements, benefits, and incentives. A study conducted by (Wicaksana & Rachman, 2023) shows that reimagination has had a significant impact on OCB by increasing the reimagination budget so that employees can increase their reputation it is hoped that this will increase organizational citizenship behavior (OCB).

H7: There is a positive and significant influence between Reimbursement and OCB

Leadership style, as described by Eifeindi, Suikidjo, & Rifa'I in 2019, is based on a person's ability to intuitively have a positive impact on other people or work together intuitively to achieve goals that have been set. Effective leadership is considered a necessity in an organization that intuitively increases performance and achieves the commitments that have been set. The study conducted by (Pranogyo, 2023) explains that leaders will change the company into a more inclusive and intuitive place that works through an active and dynamic process that can be achieved. Apart from that, Meireika's leadership and leadership style also play an important role in managing work spirit & peer conflict.



H8: There is a positive and significant influence between Leadership Style and employee performance and OCB as a mediator.

According to (Qalati, Zafar, Fan, Sánchez Limón, & Khaskheli, 2022) performance is the realization stage that occurs as a result of individual work. Three factors that influence work performance in an organization are organizational support and motivation, managerial capacity or productivity, and the work results of each individual who works in the organization.

The study conducted (Gautama & Edalmen, 2020) explains that to intuitively maintain employee performance, organizations can provide motivation, for example providing rewards for performance employees.

H9: There is a positive and significant influence between motivation and employee performance and OCB as a mediator

(KBBI, 2018: 499) remuneration is the provision of rewards/gifts to individuals for their services and contributions to the organization. Reinvigoration will trigger better employee performance. The study conducted by (Dewi, 2019) explains that reimprovement has a positive impact on performance and extra work spirit.

H10: There is a positive and significant influence between Reimbursement and employee performance and OCB as a mediation

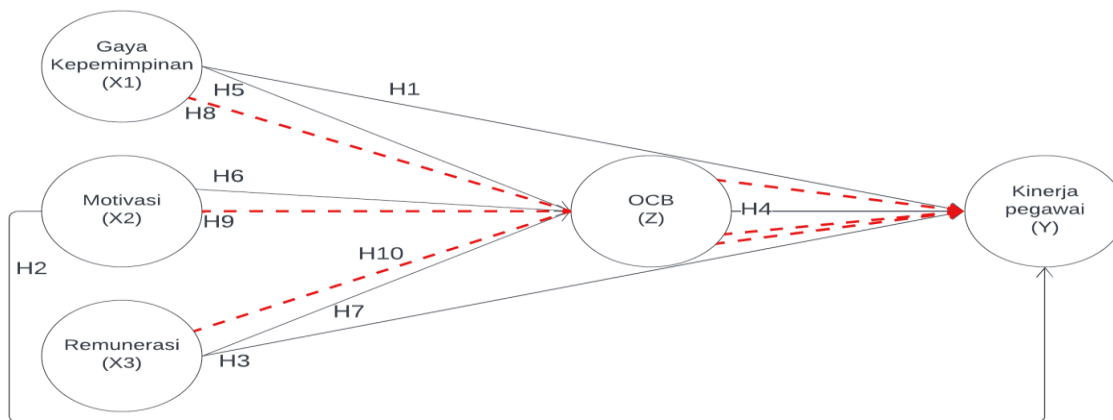


Figure 1. Research Model

3. RESEARCH METHODS

3.1 Population and Sample

This research population is a selection of employees in the Peimeirintah area of Batam City. These employees consist of State Civil Apparatus (ASN) and Civil Service Employees with Civil Service Agreement (PPPK) which number 5,667 and 2,945 respectively (<https://simpeig.batam.go.id/>, n.d.). This research sample is calculated using the Slovin formula available on the website (<https://www.statology.org/slovins-formula-calculator/>, n.d.). The results of the population intuition calculation were 8,612 and the accepted error margin was 0.05, so the research sample was 382 samples. The intuition anticipated that the questionnaire could not be analyzed, so the research sample was increased to 445.

3.2 Data Collection Procedures

This research requires primary data that is obtained by distributing questionnaires that are filled in independently by researchers. The questionnaire is prepared in an intuitive Google form. This research questionnaire is divided into two parts. The first part of this questionnaire is related to research demographics. Meanwhile, the leadership section contains questions related to scientific variables, namely leadership style, motivation, reimagination, OCB, and employee performance.

3.4 Data Analysis Models and Techniques

This research uses Partial Least Squares data analysis using SmartPLS software version 3.3 as an analysis whose main function is to intuit model design which is grouped in the world of models, namely Evaluation of Measurement Model and Evaluation of Structural Model.

4. RESULTS AND DISCUSSION

Analysis of the research data used in this research consists of the Outer Model Measurement Test (Outer Model) which consists of Convergent Validity and Discriminant Validity (Cross Loading), Average Variance Extracted (AVE), Fornell Larcker Criterion Test, Reliability Test. And Test the Structural Model (Inner Model) which consists of the R-Square Value (R²), F-Square Value and Goodness of Fit Model as follows::

4.1 Evaluation of Measurement Model Test (Outer Model)

a. Convergent validity

Convergent validity test can be seen that all the indicators on the variables Leadership Style (X1), Motivation (X2), Leadership (X3), Employee Performance (Y), and Organizational Citizenship Behavior (OCB) (Z) have achieved convergent validity because they have factor

loading values. greater than 0.70, so no indicators are dropped/discarded. The result is like the image below:

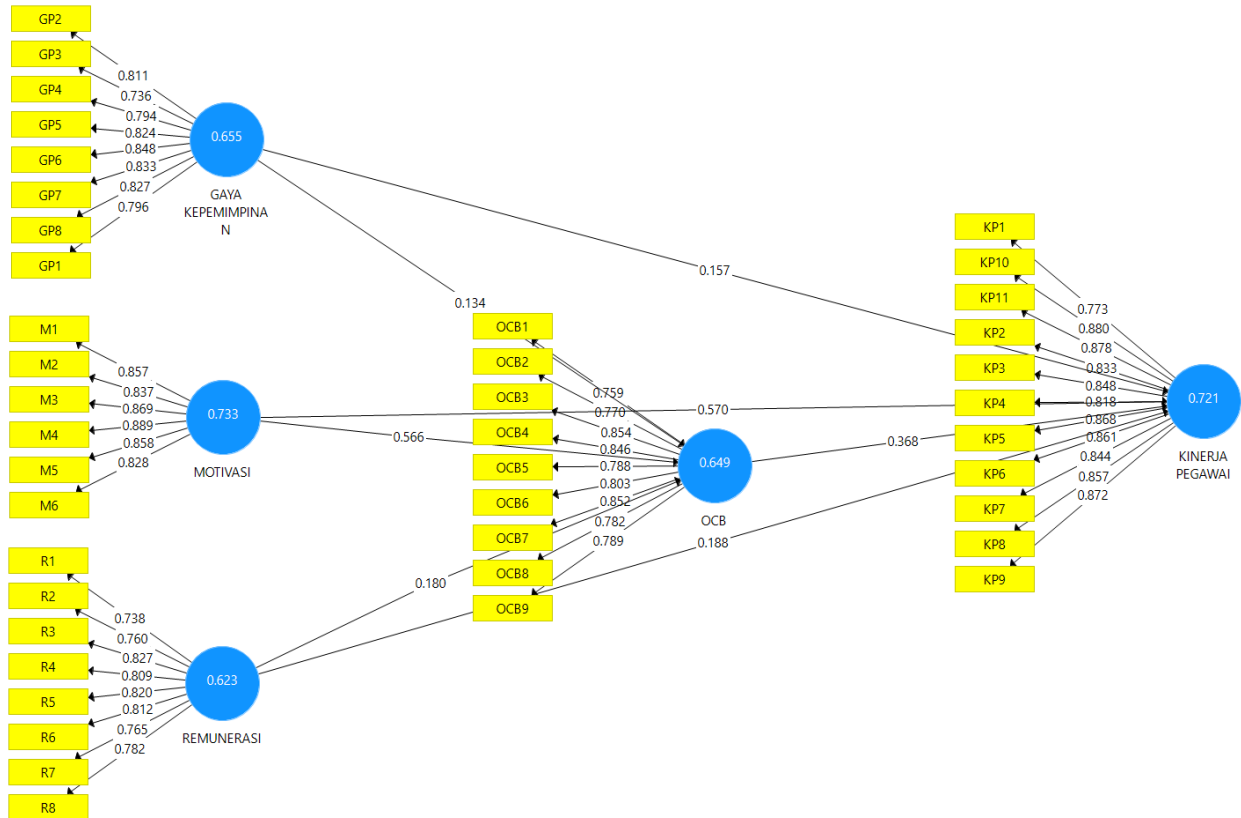


Figure 2. PLS Algorithm Results

b. Discriminant Validity (Cross Loading)

The cross-loading value can be concluded that all the constructs or latent variables have good discriminant validity because they have larger values than other indicators. Another intuitive method for looking at discriminant validity is by comparing the square of the average extracted (AVE) value of each construct with the correlation between other constructs in the model, then it is said to have a good discriminant validity value.

C. Average Variance Extracted (AVE)

Average Variance Extracted can be explained that each variable has an average variance extracted (AVE) value that is greater than 0.5 (AVE > 0.5). Based on the results of the testing, it can be concluded that there are no confirmation validity problems in the tested model.

Table 1. Average Variance Extracted (AVE)

	<i>Average Variance Extracted (AVE)</i>
Leadership Style	0.655
Employee Performance	0.721
Motivation	0.733
OCB	0.649
Remuneration	0.623

d. Fornell Larcker Critetion test

From table 1 it can be concluded that the square root of the Avarage Variance Extracted (AVE) for each construct is greater than the correlation between one construct and the other constructs in the model. From the AVE value, the construct in the estimated model meets the discriminant validity criteria

Table 2. Fornell Larcker Critetion

	Leadership Style	Employee Performance	Motivati on	OCB	Remunerat ion
Leadership Style	0.809				
Employee Performance	0.695	0.849			
Motivation	0.715	0.807	0.856		
OCB	0.664	0.800	0.781	0.805	
Remuneration	0.692	0.674	0.662	0.648	0.790

Source: Primary data processed using Smartpls, 2023

e. Reliability Test

Reliability Test can be seen that the results of the composite reliability and Cronbach's alpha tests show satisfactory values, namely the composite reliability value and Cronbach's alpha ≥ 0.70 . So, it can be concluded that the questionnaire used as a research tool is reliable and consistent. **T**



table 3. Composite Reliability dan Cronbach's Alpha

	<i>Composite Reliability</i>	<i>Cronbach's Alpha</i>
Leadership Style	0.938	0.924
Employee Performance	0.966	0.961
Motivation	0.943	0.927
OCB	0.943	0.932
Remuneration	0.930	0.913

Source: Primary data processed using Smartpls, 2023

Structural Model (Inner Model) which consists of R-Square Value (R2), F-Square Value, and Goodness of Fit Model as follows:

4.2 Structural Model Test (Inner Model)

Bootstrapping test on the structural mode between Leadership Style (X1), Motivation (X2), Redevelopment (X3), Employee Performance (Y) and Organizational Citizenship Behavior (OCB) (Z). The results of Bootstrapping are used to intuitively test the research hypothesis. The Bootstrapping image shows the significance level of R-Square (R2) and path coefficients. R-Square (R2) is used intuitively to determine how much the endogenous variable is influenced by other variables. Meanwhile, the path coefficients are used to determine how strongly the independent variables influence the individual variables.

Structural modes in PLS are evaluated by using the R² of the actual independent variables and the intuitive path coefficient values of the independent variables which are currently assessed using the level of significance. In PLS, each task is carried out by simulating the bootstrapping method. The results of the Bootstrapping method from PLS analysis are as follows.

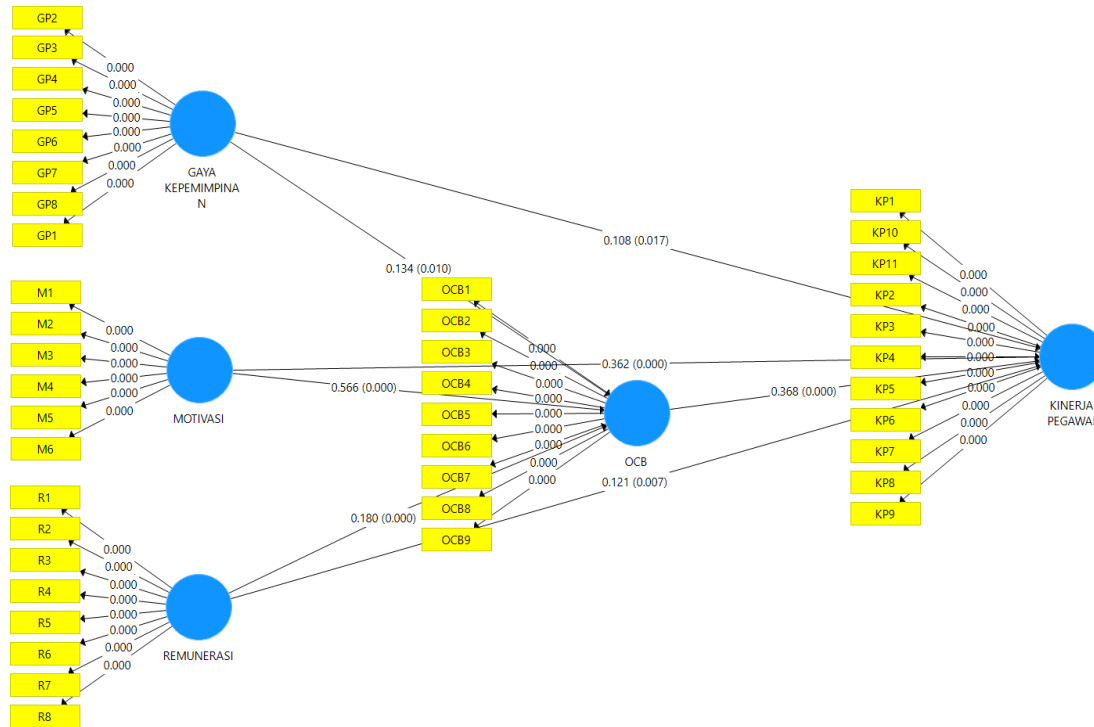


Figure 3. Inner Model (Bootstrapping test)

Bootstrapping results are used to test the research hypothesis. The Bootstrapping image above shows the significance level of R-Square (R²) and path coefficients. R-squared (R²) is used to measure how much an endogenous variable is influenced by other variables.

4.3 R-Square Value (R²)

The R-Square of Employee Performance or coefficient of determination of the Employee Performance construct/variable is 0.743. These results indicate that 74.3% of the variation in the Employee Performance construct/variable is influenced by the construct/variable Leadership Style, Motivation, Reinforcement, and OCB, while the remaining 25.7% is explained by other constructs/variables outside of research. Meanwhile, the value of R-Square of Organizational Citizenship behavior (OCB) or the coefficient of determination of the construct/variable Organizational Citizenship behavior (OCB) is equal to 0.648. These results indicate that 64.8% of the variation in the Organizational Citizenship Behavior (OCB) construct/variable is explained by the Leadership Style, Motivation, and Reimbursement construct/variable while the remaining 35.2% is explained by other constructs/variables outside of leadership.

Tabel 4. R-Square (R²)

	R Square	R-Square Adjusted
Employee Performance	0.743	0.741
OCB	0.648	0.645

Source: Primary data processed using Smartpls, 2023

4.4 F-Square Value

The F-Square between Leadership Style on Employees' Performance is equal to 0.018, which means that the influence of Leadership Style on Employees' Performance is mostly in small categories. Meanwhile, the F-Square value between Leadership Style towards Organizational Citizenship Behavior (OCB) is around 0.021 and the F-Square value between Motivation towards Organizational Citizenship Behavior (OCB) is around 0.395. Because the F-Square values are generally above the range of 0.15 – 0.35, it can be concluded that the influence of Motivation on Organizational Citizenship Behavior (OCB) and Motivation on Employee Performance are included in the large categories.

Table 5. F-Square

	Leadership Style	Employee Performance	Motivation	OCB	Remuneration
Leadership Style		0.018		0.021	
Employee Performance					
Motivation		0.159		0.395	
OCB		0.185			
Remuneration		0.026		0.043	

4.5 Goodness of Fit Model

The Goodness of Fit test of the structural model on the inner model requires predictive value (Q²). A Q-Square value greater than 0 (zero) indicates that the model has a predictive value and predictability. Q-Square value is 0.530. The results indicated that the amount of variability in the research data that can be explained by the research model is around 53%. While the remaining 47% is explained by other variables that are not used in this research model.

Tabel 6. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation(STDEV)	T Statistics (O/STDEV)	P Values
Leadership Style - > Employee Performance	0,108	0,109	0,045	2,370	0,018
Leadership Style - > OCB	0,134	0,138	0,053	2,540	0,011
Motivation -> Employee Performance	0,362	0,361	0,056	6,493	0,000
Motivation-> OCB	0,566	0,562	0,057	10,005	0,000
OCB-> Employee Performance	0,368	0,369	0,055	6,663	0,000
Remuneration - > Employee Performance	0,121	0,119	0,044	2,735	0,005
Remuneration > OCB	0.180	0,181	0,53	3,405	0.001

From the results of Table 6, the results of the influence of leadership style on employee performance have a positive value, which indicates that there is a direct influence on the influence of leadership style on employee performance, which is accepted. Leadership Style's direct influence on Organizational Citizenship Behavior (OCB) is accepted. The immediate influence of motivation toward Organizational Citizenship behavior (OCB), is accepted.

5. DISCUSSION

Based on the results of the PLS (Partial Least Squares) analysis, this section will discuss the results of the calculations that have been carried out. This research has a unique intuitive effect on the influence of leadership style, motivation, rehabilitation, and organizational citizenship behavior (OCB) on employee performance.

Direct Influence of Leadership Style on Employee Performance.

The first hypothesis (H1) states that there is a direct influence of leadership style on employee performance in the government environment of Batam City.

The Direct Effect of Motivation on Employee Performance.

The second hypothesis (H2) states that there is a direct influence on motivation on employee performance in the government environment of Batam City.

Direct Influence of Remuneration on Employee Performance.





The third hypothesis (H3) states that there is a direct influence of Reimagination on Employee Performance in the Government of Batam City environment.

Direct Influence of Organizational Citizenship Behavior (OCB) on Employee Performance.

The fourth hypothesis (H4) states that there is a direct influence of Organizational Citizenship Behavior (OCB) on employee performance in the government environment of Batam City.

Direct Influence of Leadership Style on Organizational Citizenship Behavior (OCB).

The fifth hypothesis (H5) states that there is a direct influence of Leadership Style on Organizational Citizenship Behavior (OCB) of Employees in the Government of Batam City environment.

Direct Influence of Motivation on Organizational Citizenship Behavior (OCB).

The sixth hypothesis (H6) states that there is a direct influence on the motivation of employees' organizational citizenship behavior (OCB) in the government environment of Batam City.

Direct Influence of Remuneration on Organizational Citizenship Behavior (OCB).

The main hypothesis (H7) states that there is a direct influence of Remuneration on the Organizational Citizenship Behavior (OCB) of Employees in the Government of Batam City environment.

The Direct Influence of Leadership Style on Employee Performance is mediated by Organizational Citizenship Behavior (OCB).

The ideal hypothesis (H8) states that there is a direct influence of Leadership Style on Employee Performance which is mediated by the Organizational Citizenship Behavior (OCB) of Employees in the Government of Batam City environment.

The Direct Influence of Motivation on Employee Performance is mediated by Organizational Citizenship Behavior (OCB).

The equilibrium hypothesis (H9) states that there is a direct influence of motivation on employee performance which is mediated by the Organizational Citizenship Behavior (OCB) of employees in the Government of Batam City environment.

The Direct Influence of Remuneration on Employee Performance is mediated by Organizational Citizenship Behavior (OCB).

The behavioral hypothesis (H10) states that there is a direct influence on employee performance which is mediated by the Organizational Citizenship Behavior (OCB) of employees in the Government of Batam City environment.



6. CONCLUSION

In the final part of this research, the research presents several conclusions that can be drawn and suggestions based on the findings of the research results. In general, the research concludes as follows:

- a. There is a direct influence of leadership style on employee performance in the government environment of Batam City.
- b. There is an immediate impact on motivation for employee performance in the Government of Batam City environment.
- c. There is a direct impact on the improvement of employee performance in the Government of Batam City environment.
- d. There has been a direct impact on Organizational Citizenship Behavior (OCB) on employee performance in the Government of Batam City environment.
- e. There is a direct influence of Leadership Style on Organizational Citizenship Behavior (OCB) of employees in the Government of Batam City environment.
- f. There was an immediate influence on motivation towards Organizational Citizenship Behavior (OCB) of employees in the Government of Batam City environment.
- g. There is a direct impact of Reimuneiration on Organizational Citizenship behavior (OCB) of employees in the Government of Batam City environment.
- h. There is a direct influence of Leadership Style on Employee Performance mediated by Organizational Citizenship Behavior (OCB) of Employees in the Government of Batam City environment.
- i. There is a direct influence on motivation for employee performance which is mediated by the Organizational Citizenship Behavior (OCB) of employees in the Government of Batam City environment.
- j. There is a direct impact of Reimprovement on Employee Performance mediated by Organizational Citizenship Behavior (OCB) of Employees in the Government of Batam City environment.

7. SUGGESTION

The researcher provides suggestions aimed at supporting the progress of all employees within the Batam City Government: To increase OCB, the company needs to maintain the Leadership Style, Motivation, and Reinvigoration that have been formed and with the awareness within employees to always be committed to the company, OCB will automatically be formed in himself as an employee in the Batam City Government environment.



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