

The Effect of Followership, Organizational Commitments, and Job Satisfaction on Organizational Citizenship Behaviour (OCB) Indonesia Banking Development Institution

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Abstract- This research aims to examine and analyze the influence of followership, organizational commitment, job satisfaction on the level of LPPI organizational citizenship behavior (OCB). The study was conducted using a non-probability sampling method, where samples were not randomly selected, but using a convenience sampling technique where of the 233 LPPI permanent employee populations, 147 were determined to be respondents in this study. This research was conducted quantitatively by using a structural equation modeling (SEM) analysis tool with three stages of the process, namely the model compatibility test, the measurement model test and the structural model test to see the relationship between variables and prove the hypotheses that have been prepared. The results showed a significant influence between followership, organizational commitment and employee satisfaction on the level of LPPI employee organizational citizenship behavior (OCB), besides that there was a significant influence between LPPI employees' followership and organizational citizenship behavior (OCB) through job satisfaction, as well as the influence significant between LPPI employees' organizational commitment and organizational citizenship behavior (OCB) through job satisfaction.

Index Terms- followership, organizational commitment, job satisfaction and OCB

I. INTRODUCTION

LPPI (Indonesian Banking Development Institute) is a banking education and training institution, owned by Bank Indonesia and has carried out educational and training activities since 1958, the performance of institutions can be measured through several parameters such as the number of training programs, number of participants and financial performance (Annual Report, 2017).

LPPI's financial performance in the past 3 (three) years has been very volatile, and seeing the fact that LPPI's performance in the past three years has been very volatile, it is necessary to see whether this is a symptom of inconsistent LPPI employees' attitudes and behavior, especially in relation to followership, organizational commitment, and job satisfaction and its impact on employee OCB (organizational citizenship behavior).

Many studies have been conducted on OCB, both those associated with organizational commitment and job satisfaction, but not many have examined the association of organizational citizenship behavior with the concept of followership, although there is a correspondence between the dimensions of followership and the concept of OCB, researchers were inspired by University of Indonesia student, Adi Burhanudin (2013), he examined the influence of followership with organizational commitment, job satisfaction and OCB in a company in Jakarta, based on research done in America by Blanchard (2009), where he sees the concept of followership as having a relationship with values that explain organizational life and positive behavior in the organization.

The values studied include organizational commitment and job satisfaction, while Adi adds the concept of OCB, because this variable explains the positive behavior shown by employees who want to give something more to the company, and make employees in the company offer mutual assistance without being asked and this is in accordance with the dimensions of active engagement from the concept of followership offered by Kelley (1992) in (Blanchard, et al, 2009).

Based on the results of the pre-survey conducted on 46 employees, the results shows that 60% of respondents agreed that OCB level of employees was still low, as well as organizational commitment and followership, where the results showed 62% and 46%, while Job satisfaction has a fairly good value, namely 70% of respondents feel satisfied working at the LPPI, so further research is needed to see the influence of followership, organizational commitment, and job satisfaction on OCB (Organizational Citizenship Behavior).

II. RESEARCH ELABORATION

LITERATUR REVIEW

According to Smith, Kendall and Hulin (1969), all sources of job satisfaction are divided into two categories: intrinsic and extrinsic satisfaction. Intrinsic sources come from within individuals and have psychological values. Such satisfaction is basically self-managed. Conversely, the source of extrinsic satisfaction comes from the environment (outside the individual). Strengths beyond individual control (for example, guaranteed employment and additional benefits) determine the frequency and magnitude of extrinsic satisfaction. In addition, some sources of satisfaction serve a dual purpose; that is, they can be extrinsic or tangible while having intrinsic or psychological value because of what they symbolize. For example, 'high salaries' and 'rapid career advancement' would offer two sources of satisfaction (Smith, et al, 1969) in (Blanchard, et al, 2009).

The instrument used to measure job satisfaction is the Minnesota Satisfaction Questionnaire (MSQ) (Weiss, et al, 1967). The gauge consists of two versions, the first version consists of 100 questions and the second version consists of 10 questions. This measure will be used in this study (Blanchard, et al, 2009).

Organizational commitment is a situation where an employee identifies with a particular organization and its purpose, and wants to maintain membership in the organization (Robbins, Organizational Behavior, 2014), According to Allen and Meyer (1991) in (Blanchard, et al, 2009) and (Malik, et al, 2010), Affective commitment refers to the emotional attachment of employees, identification, and involvement in the organization. Employees with strong affective commitment continue to work with the organization because they want to do it. Continuous commitment refers to awareness of costs associated with leaving the organization. Employee who has strong affective commitment is related with organizations because they need to do so. Finally normative commitment reflects the feeling of obligation to continue work. Employees with high level normative commitments feel that they must stay with the organization.

The instrument that will be used to measure the organizational commitment variable in this study is the Organizational Commitment Questionnaire (OCQ) developed by Allen & Meyer which consists of 15 questions and has been translated into 6 languages (Kanning & Hill, 2013) and only 9 items used.

Roberts Kelley in (Blanchard, et al., 2009) begins the construction of this definition by saying that followers are people who act with intelligence, independence, courage and a sense of ethics (Kelley, 1992), Chaleff (1995) and Dixon (2003) in addition to that followers are not synonymous with subordinates, Chaleff also describes followers as people who have the same goals as leaders, believe in what the organization wants to achieve, and want both leaders and organizations to be successful (Chaleff, 1995). Dixon (2003) states that followers involve the body, mind, soul, enthusiasm in the goals and vision of an organization, and that being a follower is a condition, not a position.

Measuring followership has so far only been developed by Kelley (1992) in (Blanchard, et al, 2009), which contains 10 items of questions, each of which represents the dimensions of independent critical thinking questions and active engagement questions. The dimension of independent critical thinking is a dimension that explains how a follower is not a sheep who is only able to follow the direction of her shepherd without having the ability to think critically and does not have the ability to create an important innovation (Kelley, 1992). While the dimensions of active engagement by Kelley (1992) are dimensions that make followers have attitudes and behaviors that are in line with the good of the organization even though these followers do not get rewards directly from the organization.

According to Organ and Bateman (1983) in (Blanchard, et el, 2009) and (Malik, et al., 2010), OCB (organizational citizenship behavior) is a free individual behavior, not directly or explicitly related to the reward system and can increase the effective function of the organization, OCB also reflects the actions taken by employees that exceed the minimum role requirements expected by the organization and promote the welfare of coworkers, work groups, and / or organizations. Turnipseed and Rassuli (2005) define OCB as defending the organization when criticized or inviting colleagues to work more within the organization; which means OCB is 'going beyond mere call of duty'.

According to Organ (1983) in (Blanchard, et al., 2009), dimensions of OCB (organizational citizenship behavior) are as follows:

1. Altruism, willingness to help co-workers in completing their work in unusual situations,
2. Conscientiousness, describes workers who carry out their duties and responsibilities more than expected,
3. Civic-virtue, concerns the support of workers for administrative functions in the organization,
4. Courtesy, behavior alleviates problems related to work faced by others,
5. Sportsmanship, describes workers who are more focused on looking at positive aspects than negative aspects of the organization, sportsmanship describes the sportsmanship of a worker towards the organization.

The concept of OCB (organizational citizenship behavior) can be measured using organizational citizenship behavior scale (OCBS) which has been developed for a long time by Smith, Organ and Near (1983). This instrument has several versions of questions, from 20, 24 and up to 50 and to avoid the fatigue of respondents in filling out questionnaires and maintaining a high rate of return of questionnaires, OCBS is used with 24 items of questions (Blanchard, et al, 2009).

Theoretical Framework

Followership is the process of achieving one's individual goals by being influenced by a leader to participate in individual or group efforts towards organizational goals in certain situations. Therefore, follow-up is seen as a function of followers, leaders, and situational variables.

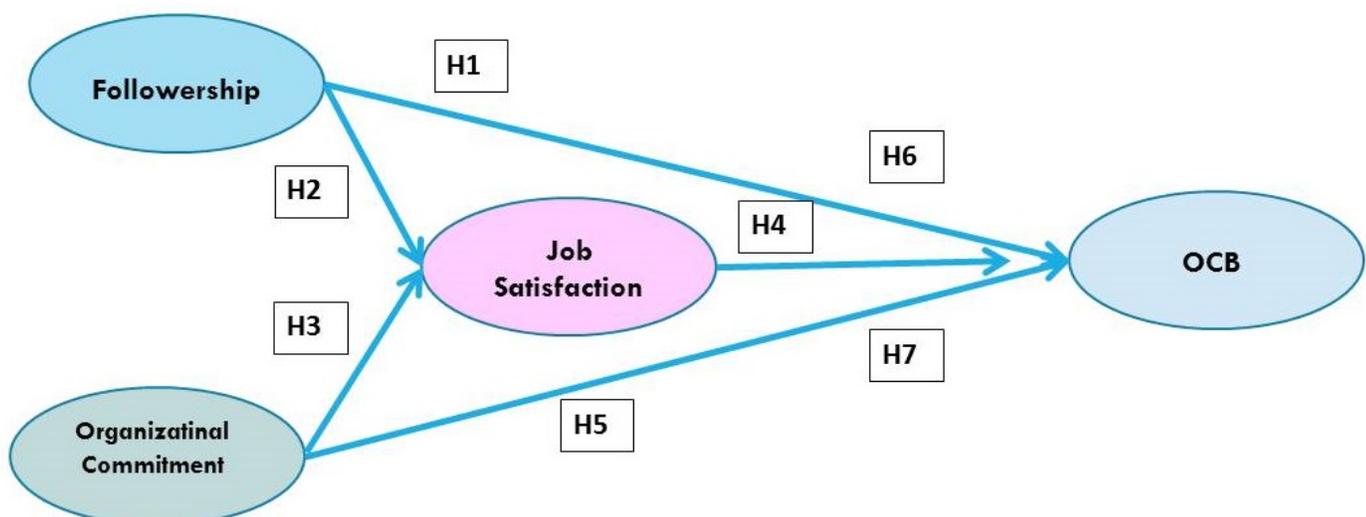
Followership also has a relational role where followers have the ability to influence leaders and contribute to the improvement and achievement of group and organizational goals, and the concept of followership should be related to other concepts in organizational life, which also provide an explanation of the values that contribute positive to the success of the organization.

The first concept that has relevance to followership is organizational commitment, organizational commitment is the feeling and attitude possessed by individuals to the organization where he works, it includes the desire to remain part of the organization and have a strong motivation to make efforts for the good of the organization.

The second concept that is related to followership is job satisfaction, job satisfaction is the attitude and feeling of employees for work conditions, both individually such as productivity, absenteeism, employee turnover and relationship levels, and those related to companies such as the physical quality of workplaces, relationships with superiors and the level of fulfillment of their work.

These three concepts, followership, organizational commitment and job satisfaction have an association with OCB (organizational citizenship behavior), and OCB is the attitude or behavior of individuals in organizations that encourage them to do something that is more than a task and their responsibility within the organization, help others and organization to achieve its goals.

These concepts can be used as a simple framework, employee will have high OCB, if they have organizational commitment and good job satisfaction (Nawang Sari et Al, 2018), and as followers, they have the same goal as the leader, believes in what the organization wants to achieve, and wants both leaders and organizations to be successful, if they are good followers, they will follow the leader and contribute to the achievement of group and organizational goals, as a concept of followership.



Hypothesis

Based on the research objectives, literatur review and theoretical framework, the following hypotheses can be conveyed:

H-1 Followership influences OCB (organizational citizenship behavior)

H-2 Followership has an effect on the job satisfaction

H-3 Organizational commitment affects job satisfaction

H4 Job satisfaction affects OCB (organizational citizenship behavior)

H-5 Organizational commitment influences OCB (organizational citizenship behavior)

H-6 Followership influences OCB (organizational citizenship behavior), through job satisfaction as an intervening variable.

H-7 Organizational commitment influences OCB (organizational citizenship behavior), through job satisfaction as an intervening variable.

Research Methodology

The study of hypotheses testing is used in this research. Research that uses a hypothesis testing design to explain the variance in the dependent variable or to predict the results of the relationships that are formed and affect the conditions in an organization.

The population of this study was 233 LPPI permanent employees and using the slovine formula obtained a total sample of 147 respondents, and with a non-probability sampling method, all employees had the same opportunity to be sampled.

This study uses the Multivariate Structural Equation Modeling (SEM) with consideration that SEM has the ability to combine measurement models and structural models simultaneously and efficiently when compared to other multivariate techniques.

The measurement model is used to test the dimensions of a construct which is a latent variable. Structural Equation Modeling (SEM) shows causality between various constructs in the model. The software used to process the data is LISREL 8.8. The constructs of this study are:

Followership: exogenous construct

Organizational Commitment: exogenous construct

Job Satisfaction: exogenous construct

OCB: endogenous construct

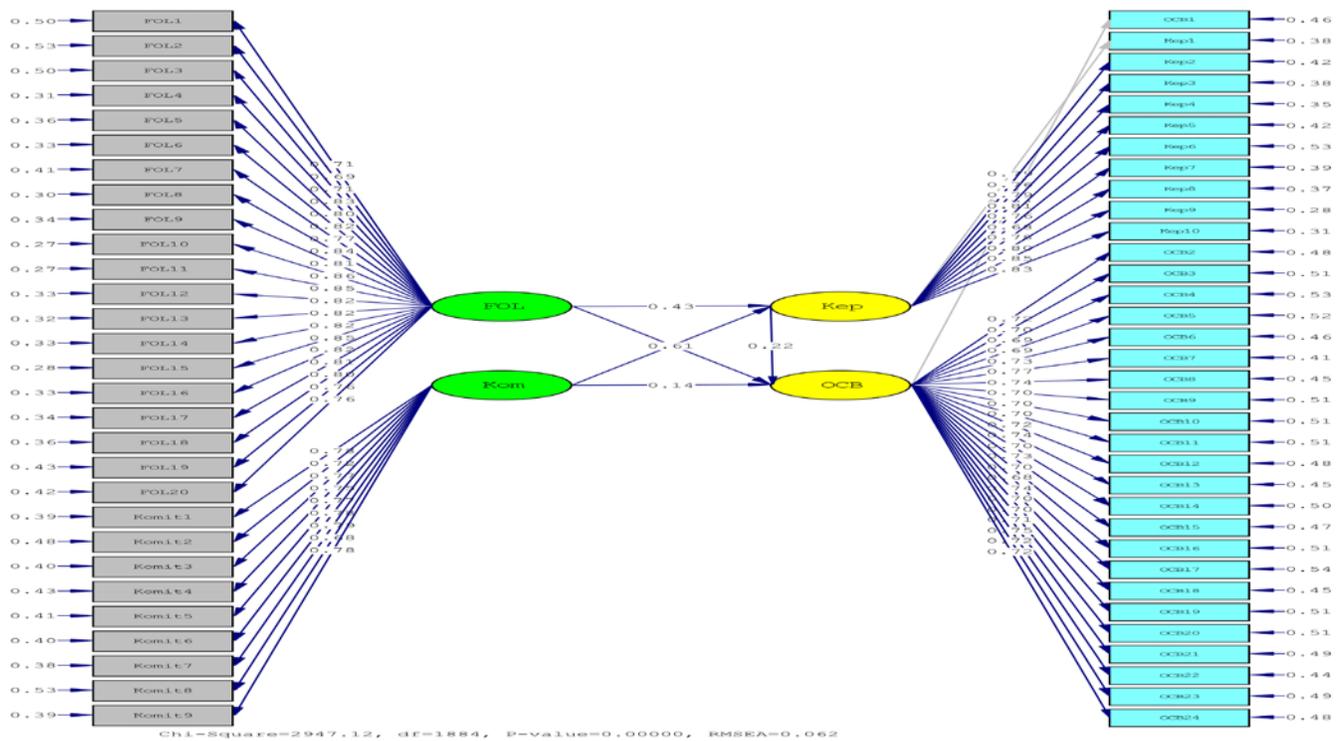
SEM analysis was carried out using a 3 (three) step approach, the first step was to specify the hybrid model as a CFA model (Confirmatory Factor Analysis). The CFA model is also called the measurement model. The evaluation of Goodness Of Fit, validity and reilability was carried out on the CFA model so that the components in the structural model were not overidentified.

The next step is to form a hybrid model. The hybrid model was estimated and analyzed to see the suitability of the overall model and evaluation of its structural model.

III. RESULT AND FINDINGS

Results of data analysis with SEM

The following is an overview of the data that has been modeled in the path diagram that processed with Lisrel 8.8.



Picture 1 Path Diagram

From the above picture, we can see that all latent variables and constructs have been entered into the path diagram. Latent variable Followership with 20 indicators (Fol1 - Fol20) and 2 dimensions, latent variable Organizational Commitments with 9 indicators (Commit1 - Komit9) and 3 dimensions, latent variable Job Satisfaction with 10 indicators (Kep1 - Kep10) and 2 dimensions, and latent variables OCB with 24 indicators (OCB1 - OCB24) and 5 dimensions.

These four variables will be tested in three stages, namely the measurement model compatibility test (validity and reliability), as well as the overall suitability test of the two stages, namely first CFA which produces the above model and second CFA to see the suitability of the model using Goodness of Fit (GOF) and then the structural model compatibility test was carried out to test the hypothesis in the study.

Validity and Reliability Test

Validity test refers to the measurement instrument, which is to test whether the measurement instrument used can really measure the variable. The indicators are certain to fulfill the validity assumption if the value of t-value > 1.97 and the standardized value of loading factor > 0.5.

The second test to measure the instrument (questionnaire) is reliability, to measure the consistency of a questionnaire which is an indicator of variables or constructs and according to Ingbaria et al (1997), in Yamin (2009: 36) states reliability between 0.5 - 0.6 is enough to justify a research result.

The following are the results of testing the validity and reliability for each variable:

Table 1 Validity and Reliability Test Result

Table Validity and Reliability Test				
Measurement Model		Remarks		
Var Laten	Indicator	Valid	Reliable	
			CR > 0.70	VE > 0.50
Followership (X1)	20	Valid	0.984	0.752

Organization Commitment (X2)	9	Valid	0.965	0.764
Job Satisfaction (X3)	10	Valid	0.968	0.753
OCB (Y)	24	Valid	0.986	0.750
	63			

From the table 1, we can see the indicators of the Followership (X1), Organizational Commitment (X2), Job Satisfaction (X3) and OCB (Y) passed the validity test, all loading factors > 0.50, and t-value values > 1.97.

While the results of the reliability test for Followership (X1) produce good reliability values where the results of the Construct Reliability (CR) = 0.984 > 0.7, and the Variance Extracted (VE) value of 0.752 > 0.50, for Organizational Commitment (X2) Value CR = 0.965 > 0.7 and VE = 0.764 > 0.5, for Job Satisfaction (X3) CR = 0.968 > 0.7 and VE = 0.753 > 0.5 and for OCB (Y) CR = 0.986 > 0.7 and VE = 0.750 > 0.5, so thus all variables have met the validity and reliability test requirements.

Confirmatory Factors Analysis (CFA)

Confirmatory Factors Analysis (CFA) is a measurement model that shows a latent variable measured by one or more observed variables. CFA is used to verify the number of dimensions as the basis of instrument and the pattern of loading factors. The CFA results can provide strong evidence of convergent and discriminant validity from a theoretical construct.

This study uses two stages (two-step approach), first CFA and second stages of CFA. This first level of CFA produces a printed output and path diagram. The initial analysis begins by examining the measurement results to ensure there are no offending estimates (values that exceed acceptable limits). The Following are the analysis criteria:

- Offending estimates, especially the existence of negative error variances. If there is a variant of a negative error, then the variant needs to be set to 0.005 or 0.01.
- Standardized value of loading factor > 1.
- Standard errors related to the estimated coefficients have a large value.

After examining the results of the analysis, the researchers did not find any offending estimates of the CFA measurements. Thus further testing can be carried out.

Second Order CFA

After passing the validity and reliability tests with the CFA model, the next step is to analyze the compatibility of 147 data with the overall model, called the Goodness of Fit (GOF). This test will evaluate the fit of the model and the output of 2ndCFA was the analysis of the overall suitability model and it can be seen from the following table:

Table 2 Good of Fitness

GOF items	Criteria	Output	Remarks
<i>Chi-Square</i>	<i>Chi-Square</i> Kecil	2947.120	Kurang Baik
P	p > 0,05	0.000	
RMSEA	RMSEA ≤ 0,08	0.062	Baik (Good Fit)
RMR	SRMR ≤ 0,05	0.057	Marginal Fit
GFI	GFI ≥ 0,9	0.610	Kurang Baik
AGFI	AGFI ≥ 0,9	0.580	Kurang Baik
NFI	NFI ≥ 0,9	0.950	Baik (Good Fit)
NNFI	NNFI ≥ 0,9	0.980	Baik (Good Fit)
IFI	IFI ≥ 0,9	0.980	Baik (Good Fit)
RFI	RFI ≥ 0,9	0.950	Baik (Good Fit)
CFI	CFI ≥ 0,9	0.980	Baik (Good Fit)

ECVI	ECVI < indep. Model	21.01 < 421.44	Baik (Good Fit)
	ECVI < Sat. Model	21.01 < 27.62	Baik (Good Fit)

Source: Result of Analysis using *Lisrel 8.8*

Based on the results of the Goodness of Fit Test (GOF), it can be concluded that the structural model in this study are good (good fit).

Analysis of Structural Models (Hypothesis Testing)

Based on the results of the structural model compatibility tests conducted previously, five of the seven research hypotheses have been proven to have a significant relationship at the 95% confidence level with t value > 1.97. In general the conclusions of the hypothesis test, indirect effects, and regression coefficient estimates can be seen in the table as follows:

Table 3 Coefficient, t-Values Direct and Indirect Effect

Construct Correlation	Estimates	T-Values
<i>Followership</i> -> OCB	0.610	7.010
<i>Followership</i> -> Job Satisfaction	0.430	5.460
Organization Commitment -> Job Satisfaction	0.440	5.450
Organization Commitment -> OCB	0.140	2.040
Job Satisfaction -> OCB	0.220	2.730
<i>Followership</i> -> Job Satisfaction -> OCB	0.100	2.520
Organization Commitment -> Job Satisfaction -> OCB	0.100	2.510

Source: Result of Analysis using *Lisrel 8.8*

Hypothesis testing in this study are as follows:

1. There is a significant effect of Followership (X1) on OCB (Y)

Based on table 3, it is known that the value of t-Values = 7.01 > 1.97. The coefficient value is positive which is equal to 0.610 which means that the Followership variable (X1) has a positive effect on the OCB variable (Y). Thus the H1 hypothesis in this study which states that "Followership (X1) significantly influences OCB (Y)" is accepted.

2. There is a significant effect of Followership (X1) on Job Satisfaction (X3)

Based on table 3, it is known that the value of t-Values = 5.46 which is more than t = 1.97. The coefficient value is positive which is equal to 0.430, which means that the Followership variable (X1) has a positive effect on the Job Satisfaction variable (X3). Thus the H2 hypothesis in this study which states that "Followership (X1) has a significant effect on Job Satisfaction (X3)" is accepted.

3. There is a significant influence of Organizational Commitment (X2) on Job Satisfaction (X3)

Based on table 3, it is known that the value of t-Values = 5.450 which is greater than t = 1.97 The value of the coefficient is positive that is equal to 0.440 means that the Organizational Commitment variable (X2) has a positive effect on the Job Satisfaction variable (X3). Thus the H3 hypothesis in this study which states that "Organizational Commitment (X2) has a significant effect on Job Satisfaction (X3)" is accepted.

4. There is a significant effect of Job Satisfaction (X3) on OCB (Y)

Based on table 3, it is known that the value of t-Values = 2.730 is greater than t = 1.97. The coefficient value is positive which is equal to 0.220, which means that the Job Satisfaction variable (X3) has a positive effect on the OCB variable (Y). Thus the H4 hypothesis in this study which states that "Job Satisfaction (X3) significantly influences OCB (Y)" is accepted.

5. There is a significant effect of Organizational Commitment (X2) on OCB (Y)

Based on table 3, it is known that the value of t-Values = 2.04 which is more than $t = 1.97$. The coefficient value is positive that is equal to 0.140 means that the Organizational Commitment variable (X2) has a positive effect on the OCB variable (Y). Thus the H5 hypothesis in this study which states that "Organizational Commitment (X2) has a significant effect on OCB (Y)" is accepted.

6. There is an Influence of Followership (X1) Indirectly Through Variable Job Satisfaction (X3) Against OCB (Y)

Based on table 3, it is known that the value of t-Values = 2.520 is greater than $t = 1.97$. The coefficient value is positive which is equal to 0.100, which means that the Followership variable (X1) has a positive effect through Job Satisfaction (X3) on the OCB variable (Y). Thus the H6 hypothesis in this study which states that "Followership (X1) significantly influences through the Job Satisfaction variable (X3) as an intervening variable on OCB (Y)" is accepted.

7. There is an Influence of Organizational Commitment (X2) Indirectly Through Variable Job Satisfaction (X3) Against OCB (Y)

Based on table 3, it is known that the value of t-Values = 2.510 is greater than $t = 1.97$. The coefficient value is positive which is equal to 0.100, which means that the Organizational Commitment variable (X2) has a positive effect through Job Satisfaction (X3) on the OCB variable (Y). Thus the H7 hypothesis in this study which states that "Organizational Commitment (X2) has a significant effect through the Job Satisfaction variable (X3) as an intervening variable on OCB (Y)" is accepted.

The total effect test results using Lisrel 8.8 software can be seen in Table 4 as follows:

Tabel 4 Total Effect Path Coefficient, and t-Values

Construct Correlation	Original Sample (O)	T Statistics (O/STDEV)
Followership-> Job Satisfaction	0.430	5.460
Followership -> OCB	0.700	7.970
Organization Commitment-> Job Satisfaction	0.440	5.450
Organization Commitment -> OCB	0.240	3.770
Job Satisfaction -> OCB	0.220	2.730

Sumber: Hasil analisa menggunakan *Lisrel 8.8*

The interpretation of table 4 is as follows:

1. Effect of Total Variable Followership (X1) on OCB (Y)

Based on table 4, it is known that the value of t-Values = 7.970 which is greater than $t = 1.97$. The coefficient value is positive that is equal to 0.700 which means that the Followership variable (X1) has a positive effect on OCB (Y) variable and if Organizational Commitment (X2) and Job Satisfaction (X3) are considered zero (none or not done) then Followership variable (X1) will increase the OCB variable (Y) by 70.0%. It is known in table 4.14 that the coefficient value in the Followership variable (X1) for the OCB variable (Y) is 0.610, and the coefficient value in the Followership variable (X1) for the OCB variable (Y) through Job Satisfaction variable (X3) is 0.100. Thus, it can be interpreted that the direct effect between the Followership variable (X1) on the OCB variable (Y) has a greater value than indirectly through the Job Satisfaction variable (X3). However, Job Satisfaction (X3) as an intervening variable still plays a role in increasing the relationship between the Followership variable (X1) to OCB (Y).

2. Effect of Total Organizational Commitment (X2) on OCB (Y)

Based on table 4, it is known that the value of t-Values = 3.770 which is greater than $t = 1.97$. The coefficient value is positive which is equal to 0.240, meaning that the Organizational Commitment variable (X2) has a positive effect on OCB variable (Y) and if Followership (X1) and Job Satisfaction (X3) are considered zero (none or not done), Organizational Commitment variable (X2) will increase the OCB variable (Y) by 24.0%. It is known in table 4.11 that the value of the coefficient on the Organizational Commitment variable (X2) on the OCB variable (Y) is 0.140, and the coefficient value on the Organizational Commitment variable (X2) on the OCB variable (Y) through Job Satisfaction variable (X3) is 0.100. Thus, it can be interpreted that the direct effect of the

Organizational Commitment variable (X2) on the OCB variable (Y) has a greater value than indirectly through the Job Satisfaction variable (X3). However, Job Satisfaction (X3) as an intervening variable still plays a role in increasing the relationship between Organizational Commitment variables (X2) to OCB (Y).

IV. CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of the analysis and discussion above, several things can be concluded as follows:

1. Followership has a significant effect on LPPI employees' organizational citizenship behavior (OCB), meaning that the higher the followership level of LPPI employees, the higher the level of organizational citizenship behavior (OCB).
2. Followership has a significant effect on job satisfaction of LPPI employees. meaning that the higher the followership level of LPPI employees, the higher the level of job satisfaction.
3. Organizational commitment has a significant effect on LPPI employee job satisfaction, meaning that the higher the employee's commitment to the LPPI, the higher the level of job satisfaction.
4. Job satisfaction has a significant effect on LPPI employees' organizational citizenship behavior (OCB), meaning that the more employees feel job satisfaction, the higher the level of organizational citizenship behavior (OCB).
5. Organizational commitment has a significant effect on LPPI employee organizational citizenship behavior (OCB), the higher the employee's commitment to the LPPI, the higher the level of organizational citizenship behavior (OCB).
6. Followership has a significant effect on LPPI employee organizational citizenship behavior (OCB) through LPPI employee satisfaction levels, meaning that LPPI employee satisfaction plays a role in improving the relationship between Followership and Organizational Citizenship Behavior (OCB).
7. Organizational commitment has a significant effect on LPPI employee organizational citizenship behavior (OCB) through LPPI employee job satisfaction, meaning that LPPI employee job satisfaction plays a role in improving the relationship between organizational commitment and the level of LPPI organizational citizenship behavior (OCB).

Managerial Implication

Based on the results of the analysis, discussion and conclusions mentioned above, it can be conveyed that some of the inputs that can be given to LPPI management are as follows:

- LPPI management must show good attitude and performance, because this will encourage employees to do the same.
- LPPI management must show good attitude and support, and maintain good relations with employees, and this can be done by employees, so as to maintain the level of job satisfaction of employees.
- LPPI management must maintain employees who have a high commitment to the organization, because this can maintain the level of employee job satisfaction.
- LPPI management must be able to maintain the level of employee job satisfaction, because this will help employees maintain a good organizational citizenship behavior (OCB) attitude.
- LPPI management must maintain and retain employees who have a high commitment to the organization, because this can increase the value of employee citizenship behavior (OCB).

Suggestions for Further Research

Some of the inputs that can be given to the progress of management science are as follows:

- Further research can be carried out with more respondents, so that the resulting model can be more in line with the structural model in SEM.
- Further research can be carried out in companies with different business fields, thus enriching the concept of followership in Indonesia, because research that discusses this concept is still limited.
- Further research can be done by looking at the relationship between the dimensions of each variable in this study.
- Further research can be done by adding a number of variables or using other variables such as work culture, work environment and company values.
- Further research can be carried out with several similar companies in the same industry, so as to produce concepts and updates in the knowledge of human resource management.

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