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# The Mediating Impact of Organizational Commitment on the Influence of Leadership Behavior and Work Environment on Organizational Citizenship Behavior at AJB Bumiputera 1912 Headquarter

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## ABSTRACT

This research aimed to analyze the mediating role of organizational commitment on the influence of leadership behavior and work environment towards organizational citizenship behavior. The research was conducted from October 2019 to April 2020 at AJB Bumiputera 1912 Headquarter. The populations in this research were 317 employees. There were 177 employees were taken as sample using Slovin's formula with 5% error tolerance. Then, a sampling method was used in administering questionnaires to respondents. Data collected were analyzed using Structural Equation modeling with the help of SmartPLS software version 3.2.8 for Windows. The results showed that leadership behavior had a slight positive, but not significant influence on organizational citizenship behavior. However, work environment had a positive and significant influence on organizational citizenship behavior. Meanwhile, the organizational commitment had positively and significantly mediated the influences of both leadership behavior and work environment on organizational citizenship behavior.

Keyword: Leadership behavior, work environment, organizational commitment, organizational citizenship behavior.

## 1. INTRODUCTION

For this surviving of an organization, the organization should create sense of belonging to employee so they would volunteer to bring forward the organization or commonly called as organizational citizenship behavior (OCB) because when employee have no high OCB behavior to organization, it would impact to its continuity.

### 1.1. Background of Problem

AJB Bumiputera 1912 organization which was established 107 years ago that's not easy to run organization for long time. Based on interviews result with Human Resources Manager and development manager of AJB Bumiputera 1912 related to these organization condition that explained about the weakness of voluntary attitude from employee regarding the progress from AJB Bumiputera, which is unable to compete with foreign insurers. This was made worse by failures to collaborate with PT Evergreen Invesco, Tbk which had an impact to

disconnecting between Bhinneka Insurance and AJB Bumiputera 1912. During this split time, there restructuring occurred which eventually became moments for employee to move to Bhinneka Insurance when they had chance and opportunity. As Amounted of 200 employees from AJB Bumiputera 1912 headquarters had finally moved to Asuransi Bhinneka during restructured period on 2017 with laid off status.

These two resource people realized about this importance of volunteer attitude or usually referred as OCB to surviving the company. Lots of employee refused when they have to work on holiday to sort of the problems or when they have to work overtime after working hours. Beside that, there were few employees who has low conscientiousness regarding working hours times which consider as an important matter moreover had expected them to exceed the jobs more than company standard. This could be seen from company's data which shows the increasing of "lost hours" on employee during last 6 years. These resource people said during these restructured period there's no shown any commitment from employees. They decided to left AJB Bumiputera 1912 though they had worked for years. Not to mention all the data before they moved, there had several data that were deleted to eliminated the traces of unknown errors which made difficult for employee who were still work at AJB Bumiputera 1912. Beside that, Lots of leaders who were elected without procedure because the previous section leaders were moved to Bhinneka Insurance which made AJB Bumiputera 1912 is weaker. That two resource people were also explained that head of department was appointed as a substitute without going through fit and proper tests such as forming of cadre, making papers, presentations and interviews. It causing these leadership behaviors still not been formed properly and get many complaints from employees. The Resource people also admitted that it was very difficult to change these work environments that has been formed for long time which accustomed to relax, a lot of conversations between employee because the workspace was open without any borders and just doing routine or less innovations.

In previous research was also found that relationship of these problems. Ananda's In prior research it was also found about this matters. In Ananda's research it was found the influence from leadership behavior to organization commitment [1], Umamaheswari research found the influence from work environment towards organization commitment [2], Dartey-Baah's research revealed about leadership behavior influence over OCB [3] but in Olcer's research stated opposite that transformational leadership had none influence over OCB [4], it triggered the research gap that would created mediation variables. Waspodo's research stated that work environment had influence towards OCB [5] but in Syahriani's research said the opposite that work environment had none impact to OCB [6], so there has research gap which could triggered of these emergence of the mediation variables. Research by Mahardika explains that organization commitment had positive and significant impact against OCB [7]. Beside that, in Pitaloka research organization commitment was succeeded in becoming intervened variable between work environment and OCB [8] and in Pingping's research organizational commitment had proven to mediated and distributed the leadership variable to OCB [9].

From these explanations above, it shown the possibility if leadership and work environment did not reach optimal that is why the commitment to organization becomes low and it does influence to lack of organizational citizenship behavior. Based on this background, the researchers were interested to carry out the research that related to "The Mediating Impact of Organization Commitment on the Influence of Leadership Behavior and Work Environment on Organizational Citizenship Behavior at AJB Bumiputera 1912 Headquarter".



## 1.2. Literature Review

### Leadership Behavior

According to George R. Terry in Kartono explained that leadership is an activity of influencing people so they would like to try to achieve the group goals [10].

In Robbins it was explained anything related to several leadership styles such as charismatic leadership styles, transformational leadership styles, and behavior leadership styles [11]. In this research the concept theory of leadership behavior would be used as basis. Yukl explained that leadership behavior is a leadership style which aimed to influence the satisfaction and performance on subordinates. Yukl has divide this leadership behavior into three dimensions which is task-oriented leadership, relations-oriented leadership, Transform-oriented leadership [12].

### Work Environment

According to Sedarmayanti, work environment is the overall tools, materials and surrounding environment which faced by person at works, both methods and its procedures as individuals or as groups [13]. Based on Manpower Minister regulation number 5 from 2018 regarding Occupational Safety and Healthy Work Environment which explained that work environment is an hygiene aspect at workplace which includes factors whose presence at work that could affect safety and health on workers [14].

Sedarmayanti was explained that work environment was divided into two namely physical environment and non-physical environment [13].

### Organizational Commitment

According to Robbins statement that organization commitment is how employee would identifies the organization, its goals and hopes to remain as member of organization [11]. According to Meyer et. al. in Shanker, organization commitment is attitude and behavior towards the owner that could defined as relative strength, individual identification and employee involvement with particular organization [15]. Meyer and Allen in Klein that reported in Luthans was explained that there are three dimensions of organization commitment, such as affective commitment, continuance commitment, normative commitment [16].

### Organizational Citizenship Behavior (OCB)

According to Organ in Kidwell quoted that repeated in Luthans said that OCB is individual behavior which discretionary, not directly or explicitly recognized by formal reward system and aggregately had promotes the effective functioning of organization [16]. According to Robbins, OCB is behavior from individuals which talked positively about their organization, help others and exceed the normal expectations of their work [11]. According to Organ in Shanker there has five dimensions of OCB such as altruism, conscientiousness, civic virtue, courtesy, sportsmanship [15].

The research theoretical framework model was described as in below:

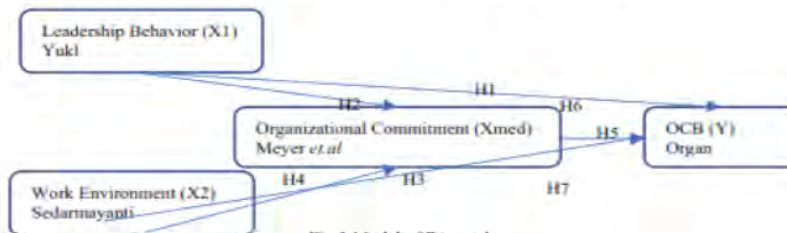


Fig.1 Model of Research

### Hypothesis

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- H1: Leadership behavior had positive and significant influence on OCB.
- H2: Leadership behavior had positive and significant influence on organization commitment.
- H3: Work environment had positive and significant influence towards OCB.
- H4: Work environment had positive and significant towards organization commitment.
- H5: Organization commitment had positive and significant impact to OCB.
- H6: Leadership behavior had positive and significant influence towards OCB which mediated by organization commitment.
- H7: Work environment had positive and significant influence against OCB which mediated by organizational commitment.

## 2. RESEARCH METHOD

This research used descriptive method by quantitative and causal research method. These Research objects was all employee from AJB Bumiputera 1912 headquarters as many as 177 respondents filled these questionnaires, the research sample took by Slovin formula from total population of 317 employee into 177 respondents. The sampling technique used quota sampling and data were analyzed by SmartPLS (Partial Least Square) path analysis application.

## 3. RESULTS AND DISCUSSION

### Frequency Distribution

According to questionnaire results which distributed, 70.6% for men while 29.4% for women. In terms of age, most at ages of more than 40 years was 39.5%, for ages more than 30 to 40 years as many as 27.7% and remaining 32.8% were aged 20 to 30 years. Whereas for length of work that experienced by employee, who worked for 1 to 5 years of 29.9%, employee who had worked for more than 5 to 10 years were 21.5% then employee who had worked for more than 10 to 15 years were 24.9 % and employee who had worked for more than 15 years which amounted 23.7%. If based on department, there has obtained from Administration and Service as many as 2.3%, Actuarial as many as 3.4%, Accounting as many as 4%, Legal as many as 3.4%, Agency as many as 1.1%, Claim as many as 9.6%, Management Risk as many as 1.7%, Internal Control as many as 3.4%, Corporate Planning as many as 1.1%, Coverage as many as 6.8%, Portfolio as many as 3.4%, Property as many as 2.3%, Information Systems as many as 4%, General as many as 10.7%, Fund Management as many as 2.3%, Marketing as many as 7.9%, DPLK as many as 4%, Subsidiaries as many as 15.3%, Secretariat as many as 4.5%, Foundations as many as 4%..

### Outer Model Evaluation

According to Ghozali and Latan, the indicator considered had high level of validity if it has loading factor value greater than 0.70. However, loading factors of 0.50 to 0.60 are still considered as acceptable [17]. Loading factor value used in this research > 0.6 so if loading factor value < 0.6 from estimation bookkeeping model result (outer model) then it will be removed from model and performed and recounted.

Table 1. Convergent Validity 1

Variable	Indicator	Outer Loading	Variable	Indicator	Outer Loading
Leadership Behavior (X1)	PK1	0.817	Work Environment (X2)	LK1	0.45
	PK2	0.743		LK2	0.596
	PK3	0.848		LK3	0.822
	PK4	0.648		LK4	0.655
	PK5	0.478		LK5	0.628
	PK6	0.52		LK6	0.545
	PK7	0.799		LK7	0.812
	PK8	0.863		LK8	0.811
	PK9	0.808		OCB1	0.706
Organizational Commitment (Xmed)	KO1	0.871	OCB (Y)	OCB2	0.627
	KO2	0.842		OCB3	0.712
	KO3	0.794		OCB4	0.634
	KO4	0.857		OCB5	0.608
	KO5	0.629		OCB6	0.75
	KO6	0.811		OCB7	0.602
	KO7	0.77		OCB8	0.813
	KO8	0.741		OCB9	0.791
	KO9	0.599		OCB10	0.814

Based on first calculation, there are some of invalid indicators that excluded from model that's why it was conducted recalculated for second times. Then convergent validity second test was performed according to outer loading result was declared valid.

Table 2. Convergent Validity 2

Variable	Indicator	Outer Loading	Variable	Indicator	Outer Loading
Leadership Behavior (X1)	PK1	0.833	Work Environment (X2)	LK3	0.863
	PK2	0.754		LK4	0.698
	PK3	0.862		LK5	0.634
	PK4	0.622		LK7	0.838
	PK7	0.811		LK8	0.83
	PK8	0.863		OCB1	0.704
	PK9	0.811		OCB2	0.624
	KO1	0.875		OCB3	0.710
	KO2	0.849		OCB4	0.634
Organizational Commitment (Xmed)	KO3	0.803	OCB (Y)	OCB5	0.606
	KO4	0.854		OCB6	0.751
	KO5	0.635		OCB7	0.605
	KO6	0.815		OCB8	0.815
	KO7	0.778		OCB9	0.791
	KO8	0.724		OCB10	0.816

Then discriminant validity test was performed according to cross loading result and were declared valid.



Table 3. Discriminant Validity

Variable	Indicator	LB	WE	OC	OCB	Variable	Indicator	LB	WE	OC	OCB
Leadership Behavior (X1)	PK1	0.833	0.662	0.681	0.569	Work Environment (X2)	LK3	0.694	0.863	0.679	0.585
	PK2	0.754	0.613	0.586	0.459		LK4	0.484	0.698	0.408	0.34
	PK3	0.862	0.71	0.742	0.692	LK5	0.483	0.634	0.398	0.386	
	PK4	0.622	0.483	0.533	0.569	LK7	0.687	0.838	0.621	0.629	
	PK7	0.811	0.566	0.639	0.55	LK8	0.659	0.83	0.66	0.65	
	PK8	0.863	0.699	0.679	0.606	OCB1	0.487	0.457	0.621	0.704	
	PK9	0.811	0.63	0.68	0.591	OCB2	0.348	0.367	0.479	0.624	
	Organizational Commitment (Xmed)	KO1	0.789	0.723	0.875	0.719	OCB3	0.572	0.483	0.592	0.71
		KO2	0.716	0.66	0.849	0.703	OCB4	0.483	0.439	0.518	0.634
KO3		0.644	0.652	0.803	0.751	OCB5	0.385	0.452	0.438	0.606	
KO4		0.701	0.57	0.854	0.731	OCB6	0.487	0.562	0.572	0.751	
KO5		0.472	0.441	0.635	0.534	OCB7	0.403	0.381	0.456	0.605	
KO6		0.692	0.626	0.815	0.636	OCB8	0.576	0.536	0.721	0.815	
KO7		0.564	0.477	0.778	0.667	OCB9	0.606	0.544	0.653	0.791	
KO8		0.577	0.464	0.724	0.594	OCB10	0.711	0.623	0.808	0.816	

Then reliability test based on composite reliability and cronbach's alpha with each condition above 0.70 then instrument will be considered as reliable.

Table 4. Reliability

Variable	Composite Reliability	Cronbach's Alpha
Leadership Behavior (X1)	0.932	0.915
Work Environment (X2)	0.883	0.837
Organizational Commitment (Xmed)	0.909	0.889
OCB (Y)	0.924	0.902

#### Inner Model Evaluation

First step to examined these determination coefficients by looking at value of R Square, where Ghazali and Latan explain that value of R-Square 0.75; 0.50; 0.25 which is strong, moderate and weak model [17].

Table 5. R-Square

Variable	R-Square
Organizational Commitment (Xmed)	0.692
OCB (Y)	0.722

From these results it could be concluded that between leadership behavior and work environment had Moderately affect by organization commitment and OCB. Further step was conducted Goodness of Fit Index (GoF) test.

$$\begin{aligned}
 \text{GoF Index} &= \sqrt{\text{AVE} \times R^2} \\
 &= \sqrt{((0,632 + 0,605 + 0,504 + 0,636) / 4) \times ((0,692 + 0,722) / 2)} \\
 &= \sqrt{(0,594 \times 0,707)} \\
 &= 0,648
 \end{aligned}$$

Based on calculation, it could be said that GoF Index value was considered bigger than 0.36. And the last step was conduct hypothesis test, which earned table value of 1.97377 with significant level from significance ( $\alpha$ ) of 0.05.

Table 6. Path Coefficients

Construct Correlation	Original Sample	T Statistics	P Values
<b>Direct</b>			
Leadership Behavior => OCB	0.037	0.387	0.699
Leadership Behavior => Organizational Commitment	0.632	8.542	0.000
Work Environment => OCB	0.141	2.228	0.026
Work Environment => Organizational Commitment	0.237	3.003	0.003
Organizational Commitment => OCB	0.709	9.718	0.000
<b>Indirect</b>			
Leadership Behavior => Organizational Commitment =>	0.448	5.937	0.000
Work Environment => Organizational Commitment => OCB	0.168	3.022	0.003
<b>Total</b>			
Leadership Behavior => OCB	0.486	5.777	0.000
Work Environment => OCB	0.308	3.724	0.000

Based on this research's results it was showed that direct influence from leadership behavior to OCB did not huge. These results were in line with prior research that conducted by Olerer [4] and opposite to Dartey-Baa [21] research [3]. However, when its mediated by organization commitment, then it became positive and significant influence towards OCB. Leadership behavior also had positive and significant influence over organization commitment and were in line with Ananda's research [1], and organizational commitment had positive and significant impact towards OCB that were in line with Mahardika's research [7]. This becomes a hub between leadership behaviors which affect by organization commitment variable and would had an impact towards OCB. In this case, organization commitment acts as perfect mediator between leadership behavior to OCB [3].

According to this research it shown that there had positive and significant influence which occurs from work environment to OCB and were in line with Waspodo research [5], so it said if work environment gets better then OCB also get higher, besides this influence from work environment to OCB could be stronger if it was mediated by organization commitment. In this research shows that work environment had positive and significant influence over organization commitment and were line with Umamaheswari research [2] explained earlier that organization commitment had positive and significant impact towards OCB and organization commitment strengthens it. So it said that organization commitment acts as partial mediator between work environment and OCB.

#### 4. CONCLUSION

From these research results it could be concluded that direct influence from leadership behavior to OCB gives positive impact but not significant, by indirect impact from mediating organization commitment variable, it was Strengthen the leadership behavior influence towards OCB which now become positive and significant impact. So, it could be concluded that organization commitment perfectly mediated leadership behavior influence on OCB. And the direct influence of work environment on OCB gave smaller impact than the indirect one. So, it could be said that organization commitment had partially mediated the influence from work environment to OCB.

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**Kepala Bagian SDM/Departemen SDM  
AJB BUMI PUTERA 1912**

Wisma Bumiputera Lt.18 Dept SDM, Jl. Sudirman,  
Kav.75

Dengan hormat,

Sehubungan dengan penyelesaian Karya Akhir/Tesis untuk mendapatkan gelar Magister Manajemen dari Universitas Mercu Buana, mahasiswa berikut :

Nama Lengkap : Sova Arviah  
N.I.M. : 55118110060  
Konsentrasi : Magister Manajemen  
Semester : III (tiga)  
Alamat Rumah : Jl. Panunggulan No.237, Pati  
No. Telp/Hp : 085726865286  
Judul Tesis : Pengaruh Pengembangan Karir, Budaya Organisasi dan Kompensasi Terhadap turnover Intention Karyawan Kantor Pusat A2 B Bumiputera 1912 yang Dimediasi Oleh Employee Engagement

Bermaksud untuk melaksanakan penelitian/pengumpulan data di perusahaan yang Bapak/Ibu pimpin.

Untuk maksud di atas, maka kami memohon bantuan dan kerjasama Bapak/Ibu untuk memberikan data dan informasi yang diperlukan sesuai dengan usulan/proposal penelitian Karya Akhir.

Atas perhatian dan kerjasama yang diberikan, kami ucapkan terimakasih.

**Ketua Program Studi  
Magister Manajemen**

**Dr. Aty Herawati, M.Si**

Program Pascasarjana

**KAMPUS MENARA BHAKTI**

Jl. Raya Meruya Selatan No. 1 Kembangan, Jakarta Barat 11650

Telp. 021-5840816 (ext. 5800), Fax. 021-5840813

<http://pasca.mercubuana.ac.id>, e-mail : [mmumb@mercubuana.ac.id](mailto:mmumb@mercubuana.ac.id)

<http://digilib.mercubuana.ac.id/>

**BERITA ACARA**  
**Nomor : 2287/SDM/PSM/IX/2019**

Telah dilakukan wawancara oleh,

Nama : Sova Arviyah

Status : Mahasiswa MM – SDM Universitas Mercu Buana Jakarta

Wawancara dilakukan kepada Manajer Bagian SDM dan Manajer Bagian Pengembangan  
AJB Bumiputera 1912 pada,

Hari/tanggal : Senin, 30 September 2019

Pukul : 09.00 s/d 11.00 WIB

Topik : Permasalahan terkait SDM di Kantor Pusat AJB Bumiputera 1912

Demikian berita acara ini kami buat dengan sebenar-benarnya dan agar dapat  
dipergunakan sebagaimana mestinya.

Jakarta, 30 September 2019

Hormat kami,  
AJB Bumiputera 1912,



(Fuse Transformery)  
Kepala Bagian Pengembangan Org.

**PERSETUJUAN PENELITIAN**

Nomor : 2290/SDM/PSM/X/2019

Dengan hormat,

Terkait permintaan Sdri. Sova Arviyah tentang ingin dilakukannya penelitian terkait permasalahan SDM di AJB Bumiputera 1912 guna memenuhi tugas akhir dari Magister Manajemen SDM Universitas Mercu Buana Jakarta, kami dari pihak AJB Bumiputera 1912 memberikan ijin untuk melakukan penelitian tersebut di kantor kami selama penelitian tersebut bermanfaat demi kemajuan AJB Bumiputera 1912.

Demikian persetujuan ini dibuat dengan sebenarnya dan agar dapat dipergunakan sebagaimana mestinya.

Jakarta, 02 Oktober 2019

Hormat kami,  
AJB Bumiputera 1912



UNIVERSITAS  
MERCU BUANA

(Fuse Transformery)  
Kepala Bagian Pengembangan Org.



## REKAPITULASI DATA KARYAWAN MENGUNDURKAN DIRI

Nomor : 1868/SDM/KP/X/2019

Dengan hormat,

Terkait permintaan Sdri. Sova Arviyah tentang data karyawan yang mengundurkan diri di kantor pusat AJB Bumiputera 1912 sejak tahun 2014 sampai dengan tahun 2019. Berikut kami lampirkan rinciannya,

Tahun	Total Karyawan (Orang)	Mengundurkan Diri (Orang)
2014	562	11
2015	551	14
2016	540	8
2017	323	13
2018	334	18
2019 (s/d Oktober)	317	6

Demikian data ini dibuat dengan sebenarnya dan agar dapat dipergunakan sebagaimana mestinya.

MERCU BUANA

Jakarta, 21 Oktober 2019

Hormat kami,  
AJB Bumiputera 1912



**Ahmad Wirawan W.**  
Koordinator Bagian HI & Remunerasi

## REKAPITULASI JAM KERJA KARYAWAN

Nomor : 1948/SDM/PSM/X/2019

Dengan hormat,

Terkait permintaan Sdri. Sova Arviah tentang jumlah jam kerja karyawan berdasarkan absensi di kantor pusat AJB Bumiputera 1912 sejak tahun 2014 sampai dengan tahun 2019. Berikut kami lampirkan rinciannya,

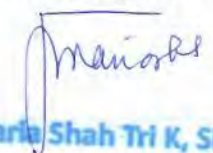
Tahun	Total Karyawan (Orang)	Jam Kerja Normal	Loss Hours
2014	562	1.079.040	183.437
2015	551	1.057.920	206.298
2016	540	1.036.800	205.286
2017	323	620.160	130.234
2018	334	641.280	147.450
2019 (s/d Oktober)	317	507.200	106.538

Demikian data ini dibuat dengan sebenarnya dan agar dapat dipergunakan sebagaimana mestinya.

MERCU BUANA

Jakarta, 31 Oktober 2019

Hormat kami,  
AJB Bumiputera 1912



Maria Shah Tri K, SE, AAI. J

## Lampiran 8

Tabel 2.1 Penelitian Terdahulu

No	Penulis	Judul	Metode Analisa	Hasil
1	Waspodo, A.A.W.S., Lindawati, dan Sholikhah. (2019).	Pengaruh Kepuasan Kerja dan Lingkungan Kerja terhadap Organizational Citizenship Behavior Karyawan Perum Damri Kantor Pusat.	Regresi linier berganda.	Terdapat pengaruh variabel kepuasan kerja terhadap OCB, terdapat pengaruh variabel lingkungan kerja terhadap OCB.
2	Ananda, S. dan Winata, H. (2017).	Upaya Meningkatkan Komitmen Organisasi melalui Perilaku Kepemimpinan.	Regresi.	Perilaku kepemimpinan berpengaruh positif dan signifikan terhadap komitmen organisasi.
3	Titioka, B.M., dan Siahainenia, A.J. (2019).	Pengaruh Gaya Kepemimpinan dan Budaya Organisasi terhadap Komitmen Organisasi dan Kinerja Pegawai.	Analisis jalur.	Gaya kepemimpinan dan budaya organisasi berpengaruh signifikan dan positif terhadap komitmen organisasi dan kinerja. Komitmen organisasi berpengaruh signifikan dan positif terhadap kinerja.
4	Mahardika, I.N.B.P., dan Wibawa, I.M.A. (2019).	Pengaruh Budaya Organisasi, Kepuasan Kerja, dan Komitmen Organisasi terhadap Organizational Citizenship Behavior pada Karyawan.	Regresi linier berganda.	Budaya organisasi, kepuasan kerja dan komitmen organisasional berpengaruh positif dan signifikan terhadap OCB.

Lanjutan Tabel 2.1

5	Wijaya, I.B. (2018).	Pengaruh Komitmen Organisasi dan Motivasi terhadap <i>Organizational Citizenship Behavior</i> Perawat RSUD Panembahan Senopati Bantul.	Regresi linier berganda.	Komitmen organisasi dan motivasi berpengaruh positif terhadap OCB.
6	Darmawan, K.A. dan Satrya, I.G.B.H. (2018).	Pengaruh Komitmen Organisasional, Kepuasan Kerja, dan Budaya Organisasional terhadap <i>Organizational Citizenship Behavior</i> Karyawan.	Regresi linier berganda.	Komitmen organisasional, kepuasan kerja dan budaya organisasional berpengaruh positif dan signifikan terhadap OCB.
7	Susita, D., Muslimah, W., dan Wasposito, A.A.W.S. (2017).	The Influence of Work Discipline and Work Environment on Organizational Commitment Employee of SBU Energy at PT Biro Klasifikasi Indonesia (Persero) North Jakarta.	Regresi.	Disiplin kerja dan lingkungan kerja berpengaruh positif dan signifikan terhadap komitmen organisasi.
8	Prayitno, A. dan Wulandari, D.A. (2017).	Pengaruh Motivasi Kerja dan Lingkungan Kerja terhadap <i>Organizational Citizenship Behavior</i> dengan Komitmen Organisasi	Regresi linier berganda.	Variabel motivasi kerja, lingkungan kerja dan kepuasan kerja berpengaruh positif dan signifikan terhadap komitmen organisasi dan Komitmen organisasi



Lanjutan Tabel 2.1

		sebagai Variabel Intervening.		berpengaruh positif dan signifikan terhadap OCB.
9	Sulistyawati, N.L.K.S. (2018).	Pengaruh Kepuasan Kerja dan Komitmen Organisasi terhadap <i>Organizational Citizenship Behavior</i> pada Karyawan Hotel Berbintang di Bali.	Regresi linier berganda.	Kepuasan kerja dan komitmen organisasi secara parsial maupun simultan berpengaruh positif dan signifikan terhadap OCB karyawan.
10	Syahriani, S. dan Nurwati, N. (2017).	Pengaruh Lingkungan Kerja terhadap Kepuasan Kerja dan <i>Organizational Citizenship Behavior</i> .	Analisis jalur.	Lingkungan kerja berpengaruh terhadap kepuasan kerja tetapi tidak berpengaruh terhadap OCB.
11	Devece, C., Palacios-Marqués, D., dan Alguacil, M.P. (2016).	<i>Organizational Commitment and Its Effects on Organizational Citizenship Behavior in a High-Unemployment Environment.</i>	Regresi linier berganda.	Komitmen afektif paling berpengaruh terhadap OCB di atas semua dimensi komitmen organisasi lainnya. Komitmen berkelanjutan meningkatkan komitmen afektif, dan meningkatkan hubungan positif antara komitmen afektif dengan OCB.
12	Pitaloka, E. dan Sofia, I.P. (2014).	The Affect of Work Environment, Job Satisfaction, <i>Organizational Commitment on OCB of Internal Auditors.</i>	Analisis jalur	Lingkungan kerja berpengaruh signifikan terhadap kepuasan kerja dan komitmen organisasi. Kepuasan kerja dan komitmen organisasi secara

Lanjutan Tabel 2.1

				signifikan mempengaruhi OCB.
13	Behrendt, P., Matz, S., dan Göritz, A.S. (2017).	An Integrative Model of Leadership Behavior. <i>The Leadership Quarterly</i> Vol. 28 Issue 1 (2017) 229-244.	Meta analisis.	Berkontribusi pada kemajuan teori perilaku kepemimpinan dengan (1) mengkonsolidasikan taksonomi saat ini, (2) mempertajam konsep perilaku
14	Dartey-Baah, K., Anlesinya, A., dan Lamptey, Y. (2019).	Leadership Behaviors and Organizational Citizenship Behavior: The Mediating Role of Job Involvement.	Regresi linier berganda.	Perilaku kepemimpinan berpengaruh positif dan signifikan terhadap OCB dan keterlibatan karyawan. Namun keterlibatan karyawan gagal memediasi perilaku kepemimpinan dengan OCB.
15	Olcer, F., Florescu, M.S., dan Nastase, M. (2014).	The Effect of Transformational Leadership and Emotional Intelligence of Managers on Organizational Citizenship Behaviors of Employees.	Regresi.	Intelegensi emosional berpengaruh positif dan signifikan terhadap OCB, tetapi kepemimpinan transformasional tidak berpengaruh terhadap OCB.
16	Mahdi, O. R., Mohd, E. S. B. G., dan Almsafir, M. K. (2014).	Empirical Study on The Impact of Leadership Behavior on Organizational Commitment in Plantation	Korelasional, regresi.	Perilaku kepemimpinan berpengaruh signifikan terhadap komitmen organisasi.

Lanjutan Tabel 2.1

		Companies in Malaysia.		
17	Wombacher, J.C., dan Felfe, J. (2017).	Effects of The Interplay of Team and Organizational Commitment on Employee Citizenship Behavior, Efficacy Beliefs, Turnover Intentions.	Regresi linier berganda.	Ada pengaruh signifikan interplay of team dan komitmen organisasi terhadap OCB, efficacy beliefs, dan turnover intentions.
18	Leephaijaroen, S. (2016).	Effects of The Big-Five Personality Traits and Organizational Commitments on Organizational Citizenship Behavior of Support Staff at Ubon Ratchathani Rajabhat University.	Regresi linier berganda, <i>deep interview</i> .	Komponen dari lima besar sifat kepribadian dan komitmen organisasi yang secara signifikan mempengaruhi OCB.
19	Shanker, M. (2016).	Organizational Citizenship Behavior and Organizational Commitment in Indian Workforce.	Regresi.	OCB mempengaruhi komitmen organisasi.
20	Amdan, S., Rahman, R. A., Shahid, S. A. M., Bakar, S. A., Khir, M. M., dan Demong, N. A. R. (2016).	The Role of Extrinsic Motivation on the Relationship between Office Environment and Organizational Commitment.	Korelasional dan regresi linier berganda	Ada hubungan yang signifikan positif dan kuat antara lingkungan kantor dan komitmen organisasi. Namun, motivasi ekstrinsik gagal memoderasi hubungan antara lingkungan kantor

Lanjutan Tabel 2.1

				dan komitmen organisasi.
21	Hanaysha, J. (2016).	Testing the Effects of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment.	<i>Structural Equation Model.</i>	Keterlibatan karyawan memiliki efek positif yang signifikan terhadap komitmen organisasi. Ditemukan juga bahwa lingkungan kerja memiliki dampak positif yang signifikan terhadap komitmen organisasi. Hasil penelitian ini juga menegaskan bahwa pembelajaran organisasi memiliki efek positif yang signifikan terhadap komitmen organisasi.
22	Zayas-Ortiz, M., Rosario, E., Marquez, E., dan Colón-Gruñero, P. (2015).	Relationship between Organizational Commitments and Organizational Citizenship Behaviour in a Sample of Private Banking Employees.	<i>Mix methodology</i>	Ada korelasi positif antara komitmen organisasi dan indikator OCB pada dimensi civic virtue, courtesy dan altruisme yang ditunjukkan oleh karyawan. Dimensi komitmen afektif dan moral memiliki korelasi paling kuat dengan dimensi civic virtue pada OCB.
23	Umamaheswari, S. dan Krishnan, J. (2016).	Work Force Retention: Role of Work Environment, Organizational Commitment, Supervisor.	Analisis jalur.	Lingkungan kerja, dukungan pengawas serta pelatihan dan pengembangan mempengaruhi komitmen organisasi



Lanjutan Tabel 2.1

		Support, and Training & Development in Ceramic Sanitary Ware Industries in India.		karyawan. Komitmen organisasi mempengaruhi retensi dan juga memediasi lingkungan kerja serta dukungan pengawas terhadap retensi.
24	Banks, G. C., Gooty, J., Ross, R. L., Williams, C. E., dan Harrington, N. T. (2018).	Construct Redundancy in Leader Behaviors: A Review and Agenda for The Future.	Meta analisis.	Kepemimpinan transformasional memiliki hubungan terbesar dengan kinerja. Perilaku pemimpin moral adalah korelasi terpenting dari kinerja unit, OCB, dan intensi turnover.
25	Pingping, C. dan Huang, Y.J. (2019).	A Study of Association Among Distributed Leadership, Organizational Commitment and Organizational Citizenship Behavior of Private Colleges in China.	Regresi linier.	Komitmen organisasi terbukti memediasi kepemimpinan terdistribusi dengan OCB.
26	Lo, S.J., Hubeis, M., Hutagaol, P., dan Hermawan, A. (2011)	Pengaruh Kepemimpinan Organisasional dan Moderator Turbulensi Lingkungan terhadap Pretensi Karyawan (Kasus pada Perusahaan-Perusahaan Publik di Jabodetabek)	Regresi linier berganda yang dimoderasi	Perilaku yang berorientasi pada hubungan memiliki hubungan positif dan nyata dengan retensi karyawan. Turbulensi lingkungan secara nyata memoderasi perilaku yang berorientasi pada hubungan dan berpengaruh positif

**Lanjutan Tabel 2.1**

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	terhadap karyawan	retensi
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Sumber: Dari berbagai jurnal referensi (2019)



**SURVEI PRA-PENELITIAN BIDANG SUMBER DAYA MANUSIA  
KANTOR PUSAT AJB BUMIPUTERA 1912  
2019**

Peneliti	: Sova Arviah
Fakultas	: Magister Management
Universitas	: Universitas Mercu Buana

**A. Karakteristik Responden**

Berilah tanda centang pada salah satu pilihan berikut ini.

1. Jenis kelamin
- |           |                          |
|-----------|--------------------------|
| Laki-laki | <input type="checkbox"/> |
| Perempuan | <input type="checkbox"/> |
2. Lama kerja
- |               |                          |            |                          |
|---------------|--------------------------|------------|--------------------------|
| 1 - 5 tahun   | <input type="checkbox"/> | > 15 tahun | <input type="checkbox"/> |
| 6 - 10 tahun  | <input type="checkbox"/> |            |                          |
| 11 - 15 tahun | <input type="checkbox"/> |            |                          |

**B. Pernyataan**

Berilah tanda centang pada salah satu pilihan yang paling sesuai dengan kondisi Anda! Hasil murni hanya untuk kepentingan akademis. Tidak untuk disebarluaskan.

**Organizational Citizenship Behavior**

No.	Pernyataan	Ya	Tidak
1.	Saya bersedia lembur untuk menggantikan teman saya yang berhalangan menyelesaikan pekerjaannya.	<input type="checkbox"/>	<input type="checkbox"/>
2.	Saya akan datang dengan segera ke kantor bila dibutuhkan walaupun sedang libur.	<input type="checkbox"/>	<input type="checkbox"/>
3.	Saya senang menyumbangkan ide dan inisiatif saya untuk menjaga <i>image</i> perusahaan.	<input type="checkbox"/>	<input type="checkbox"/>

**Komitmen Organisasi**

No.	Pernyataan	Ya	Tidak
1.	Saya ingin terus berkarir hingga masa pensiun di perusahaan ini.	<input type="checkbox"/>	<input type="checkbox"/>
2.	Perusahaan ini layak mendapatkan kesetiaan dari saya.	<input type="checkbox"/>	<input type="checkbox"/>
3.	Saya akan sangat rugi jika meninggalkan perusahaan ini karena berpindah ke perusahaan lain.	<input type="checkbox"/>	<input type="checkbox"/>

**Kepemimpinan**

No.	Pernyataan	Ya	Tidak
1.	Atasan saya merupakan sosok yang dapat dijadikan panutan dalam bekerja.	<input type="checkbox"/>	<input type="checkbox"/>
2.	Atasan saya memberikan apresiasi kepada setiap anak buahnya yang berprestasi.	<input type="checkbox"/>	<input type="checkbox"/>
3.	Atasan saya mampu mendelegasikan tugas dan tanggung jawab dengan baik pada orang yang tepat.	<input type="checkbox"/>	<input type="checkbox"/>

**Lingkungan Kerja**

No.	Pernyataan	Ya	Tidak
1.	Ruang kerja saya cukup memberikan privasi untuk saya.	<input type="checkbox"/>	<input type="checkbox"/>
2.	Kebijakan yang diterapkan perusahaan sudah cukup adil untuk perusahaan dan karyawan.	<input type="checkbox"/>	<input type="checkbox"/>
3.	Keamanan, kesehatan, dan keselamatan karyawan menjadi prioritas utama perusahaan.	<input type="checkbox"/>	<input type="checkbox"/>

**BERITA ACARA**

Nomor : 2285/SDM/PSM/XI/2019

Telah dilakukan penyebaran kuesioner survei pra penelitian oleh,

Nama : Sova Arviah

Status : Mahasiswa MM – SDM Universitas Mercu Buana Jakarta

Penyebaran dilakukan kepada tiga puluh karyawan tetap AJB Bumiputera 1912 dengan masa kerja minimal satu tahun pada,

Hari/tanggal : Selasa, 05 November 2019

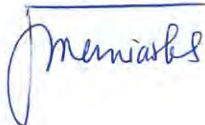
Pukul : 09.00 s/d 12.00 WIB

Topik : Pendalaman fenomena permasalahan SDM di Kantor Pusat AJB Bumiputera 1912 terkait perilaku kepemimpinan, lingkungan kerja, komitmen organisasi, dan OCB.

Demikian berita acara ini kami buat dengan sebenar-benarnya dan agar dapat dipergunakan sebagaimana mestinya.

Jakarta, 05 November 2019

Hormat kami,  
AJB Bumiputera 1912



(Maria Shah Tri K.)  
Kepala Departemen SDM



### **Kuesioner Penelitian**

Bapak/ Ibu Yth, kuesioner ini bersifat **rahasia/ confidential**, maka tidak perlu menuliskan nama. Tidak ada orang di perusahaan Bapak/ Ibu yang mengetahui secara detail jawaban-jawaban yang Bapak/ Ibu berikan.

#### **A. Karakteristik Responden**

1. Jenis kelamin : Laki-laki / Perempuan
2. Usia :
3. Lama bekerja :
4. Departemen :

#### **B. Petunjuk Pengisian Kuesioner**

Kuesioner berikut berisikan sejumlah pernyataan mengenai **Pengaruh Perilaku Kepemimpinan dan Lingkungan Kerja terhadap *Organizational Citizenship Behavior*** yang dimediasi oleh **Komitmen Organisasi**. Silakan beri tanda checklist (V) pada salah satu kotak yang sesuai dengan seberapa besar tingkat persetujuan/ ketidaksetujuan Anda di bawah ini,

<b>Jawaban</b>	<b>Keterangan</b>
STS	Sangat Tidak Setuju
TS	Tidak Setuju
CS	Cukup Setuju
S	Setuju
SS	Sangat Setuju

### C. Pernyataan

Mohon membaca dan mencermati daftar pernyataan di bawah ini terlebih dahulu sebelum menjawab.

No.	Pernyataan	STS	TS	CS	S	SS
<b>Perilaku Kepemimpinan</b>						
1	Pemimpin saya menjelaskan prioritas dari berbagai sasaran tugas yang ada.					
2	Pemimpin saya akan membantu menyelesaikan masalah mendesak yang akan mengganggu pekerjaan.					
3	Pemimpin saya selalu menjelaskan aturan main yang harus ditaati.					
4	Pemimpin saya selalu memberikan kepercayaan kepada saya untuk menyelesaikan tugas sekalipun sulit karena percaya bahwa saya mampu.					
5	Pemimpin saya memberikan kebebasan untuk saya melakukan dengan cara sendiri dalam menyelesaikan pekerjaan saya.					
6	Pemimpin saya akan merekrut anggota baru yang kompeten jika itu berdampak pada kemajuan organisasi.					
7	Pemimpin saya selalu mengembangkan strategi baru yang inovatif yang berhubungan dengan kompetensi penting.					
8	Pemimpin saya selalu mengajarkan berpikir positif dalam setiap memandang permasalahan.					
9	Pemimpin saya melatih saya untuk mempelajari pesaing perusahaan untuk mendapatkan ide-ide yang baru.					
<b>Lingkungan Kerja</b>						
10	Cahaya lampu tempat saya bekerja sudah cukup terang.					
11	Sirkulasi udara di ruang kerja saya cukup baik.					

### Lanjutan Pernyataan

No.	Pernyataan	STS	TS	CS	S	SS
<b>Lingkungan Kerja</b>						
12	Perusahaan saya memberikan fasilitas yang cukup lengkap guna menunjang pekerjaan saya.					
13	Kondisi alat kerja di perusahaan saya cukup baik, tidak ada yang rusak.					
14	Ruang kerja saya cukup memberikan privasi saya untuk bekerja.					
15	Perusahaan saya cukup aman karena dijaga oleh <i>security</i> 24 jam.					
16	Hubungan antara saya dan pimpinan maupun dengan bawahan saya terjalin cukup baik.					
17	Hubungan saya dengan rekan saya berjalan dengan baik.					
<b>Komitmen Organisasi</b>						
18	Saya ingin terus berkarir di AJB Bumiputera 1912.					
19	Saya memiliki keterikatan emosi dengan perusahaan tempat saya bekerja.					
20	Saya menganggap karyawan di AJB Bumiputera 1912 adalah keluarga kedua saya.					
21	Saya akan merasa sangat rugi jika meninggalkan perusahaan ini					
22	Saya bertahan di perusahaan ini karena saya merasa telah berkorban banyak untuk perusahaan ini selama saya bekerja.					
23	Menurut saya, AJB Bumiputera 1912 adalah perusahaan terbaik. Jadi salah jika saya harus keluar dari perusahaan ini.					
24	Saya bertahan di perusahaan ini karena saya merasa memiliki rasa tanggung jawab dengan tim kerja saya.					

### Lanjutan Pernyataan

No.	Pernyataan	STS	TS	CS	S	SS
<b>Komitmen Organisasi</b>						
25	Saya merasa AJB Bumiputera 1912 sangat berhak mendapatkan kesetiaan para karyawannya.					
26	Saya merasa bersalah dengan AJB Bumiputera jika saya meninggalkan perusahaan ini.					
<b>Organizational Citizenship Behavior</b>						
27	Saya bersedia masuk di hari libur jika memang diperlukan.					
28	Saya bersedia lembur untuk membantu rekan kerja saya menyelesaikan pekerjaannya.					
29	Saya selalu memberikan hasil pekerjaan yang di atas kualitas standar yang diminta perusahaan.					
30	Saya menyelesaikan pekerjaan saya selalu melebihi target yang diminta oleh perusahaan.					
31	Saya melakukan pekerjaan sesuai dengan SOP yang berlaku.					
32	Saya selalu aktif menghadiri acara tahunan yang diselenggarakan oleh perusahaan.					
33	Saya memilih untuk mengalah jika terjadi permasalahan di dalam tim saya.					
34	Saya menghargai setiap hasil kerja rekan saya walaupun belum sepenuhnya sempurna.					
35	Saya selalu menerima setiap kebijakan yang ditentukan oleh perusahaan walaupun tidak menguntungkan atau tidak sesuai dengan yang seharusnya.					
36	Saya selalu mudah dalam beradaptasi dengan peraturan-peraturan baru di perusahaan.					



**BERITA ACARA**

Nomor : 287 / *Pepper* / 07 / 2020

Telah dilakukan penyebaran kuesioner penelitian oleh,

Nama : Sova Arviah

Status : Mahasiswa MM – SDM Universitas Mercu Buana Jakarta

Telah dilakukan penyebaran koesioner penelitian ke karyawan tetap di AJB Bumiputera 1912 dengan masa kerja minimal satu tahun pada,

Hari/tanggal : Senin, 20 April 2020 s/d Selasa, 28 April 2020

Pukul : 09.00 s/d 16.00 WIB

Topik : Pengaruh Perilaku Kepemimpinan dan Lingkungan Kerja terhadap *Organizational Citizenship Behavior* yang dimediasi oleh Komitmen Organisasi di Kantor Pusat AJB Bumiputera 1912.

Demikian berita acara ini kami buat dengan sebenar-benarnya dan agar dapat dipergunakan sebagaimana mestinya.

Jakarta, 29 April 2020

Hormat kami,  
AJB Bumiputera 1912



M. Fachruddin  
Kepala Departemen

No. Responden	Jenis Kelamin	Usia	Lama Kerja	Departemen
1	1	3	4	11
2	1	1	1	11
3	1	1	2	11
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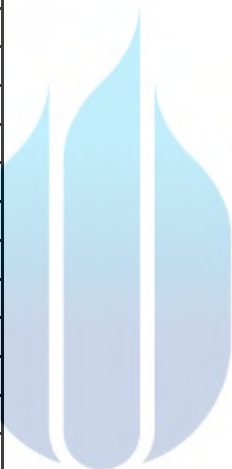
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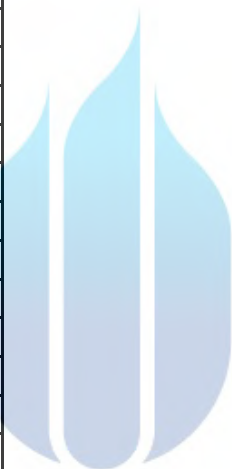
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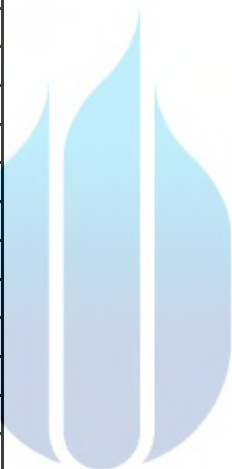
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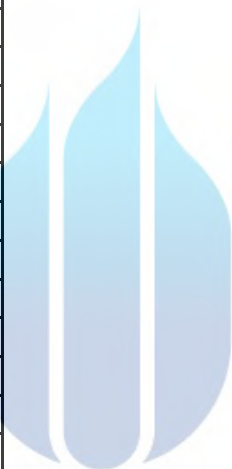
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3	3	2	1	1
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FREQUENCIES VARIABLES=JK Usia LK Departemen PK1 PK2 PK3 PK4 PK5 PK6 PK7 PK8 PK9
LK1 LK2 LK3 LK4 LK5
      LK6 LK7 LK8 KO1 KO2 KO3 KO4 KO5 KO6 KO7 KO8 KO9 OCB1 OCB2 OCB3 OCB4 OCB5 OCB6
OCB7 OCB8 OCB9 OCB10
      /STATISTICS=STDDEV MINIMUM MAXIMUM SEMEAN MEAN
      /ORDER=ANALYSIS.

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## Frequencies

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Comments		
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	Cases Used	Statistics are based on all cases with valid data.
Syntax		FREQUENCIES VARIABLES=JK Usia LK Departemen PK1 PK2 PK3 PK4 PK5 PK6 PK7 PK8 PK9 LK1 LK2 LK3 LK4 LK5 LK6 LK7 LK8 KO1 KO2 KO3 KO4 KO5 KO6 KO7 KO8 KO9 OCB1 OCB2 OCB3 OCB4 OCB5 OCB6 OCB7 OCB8 OCB9 OCB10 /STATISTICS=STDDEV MINIMUM MAXIMUM SEMEAN MEAN /ORDER=ANALYSIS.

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	Elapsed Time	00:00:00.07

### Statistics

		Jenis Kelamin	Usia	Lama Kerja	Departemen	PK1	PK2
N	Valid	177	177	177	177	177	177
	Missing	0	0	0	0	0	0
Mean		1.2938	2.0678	2.4237	13.2316	3.4463	3.3955
Std. Error of Mean		.03433	.06390	.08652	.47449	.07425	.09176
Std. Deviation		.45679	.85009	1.15114	6.31264	.98782	1.22083
Minimum		1.00	1.00	1.00	1.00	2.00	1.00
Maximum		2.00	3.00	4.00	22.00	5.00	5.00

### Statistics

		PK3	PK4	PK5	PK6	PK7	PK8	PK9
N	Valid	177	177	177	177	177	177	177
	Missing	0	0	0	0	0	0	0
Mean		3.5254	3.5537	3.4237	3.4859	3.1921	3.5367	3.0282
Std. Error of Mean		.08252	.07071	.07585	.07348	.08804	.08518	.08683
Std. Deviation		1.09787	.94068	1.00911	.97763	1.17132	1.13321	1.15517
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00	5.00	5.00

### Statistics

		LK1	LK2	LK3	LK4	LK5	LK6	LK7
N	Valid	177	177	177	177	177	177	177
	Missing	0	0	0	0	0	0	0
Mean		3.7740	3.5085	3.1638	3.0113	3.1977	3.8418	3.6667
Std. Error of Mean		.07007	.07977	.07607	.07809	.08328	.07464	.07459
Std. Deviation		.93225	1.06130	1.01200	1.03895	1.10803	.99307	.99240
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00	5.00	5.00

### Statistics

		LK8	KO1	KO2	KO3	KO4	KO5	KO6
N	Valid	177	177	177	177	177	177	177
	Missing	0	0	0	0	0	0	0
Mean		3.6271	3.3333	3.3785	3.6836	3.1186	3.1582	3.0226

Std. Error of Mean	.07286	.08391	.08125	.07262	.07861	.07718	.07342
Std. Deviation	.96939	1.11634	1.08093	.96614	1.04585	1.02683	.97675
Minimum	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	5.00	5.00	5.00	5.00	5.00	5.00	5.00

### Statistics

		KO7	KO8	KO9	OCB1	OCB2	OCB3	OCB4
N	Valid	177	177	177	177	177	177	177
	Missing	0	0	0	0	0	0	0
Mean		3.4746	3.5085	3.2316	3.3729	3.3842	3.3785	3.3220
Std. Error of Mean		.07519	.07392	.06928	.07714	.07514	.06401	.06171
Std. Deviation		1.00039	.98349	.92165	1.02633	.99965	.85160	.82104
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00	5.00	5.00

### Statistics

		OCB5	OCB6	OCB7	OCB8	OCB9	OCB10
N	Valid	177	177	177	177	177	177
	Missing	0	0	0	0	0	0
Mean		3.8305	3.3559	3.1356	3.4068	3.0113	3.2090
Std. Error of Mean		.06332	.07268	.07002	.07616	.07932	.08579
Std. Deviation		.84246	.96700	.93160	1.01330	1.05523	1.14133
Minimum		1.00	1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00	5.00

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## Frequency Table

### Jenis Kelamin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Laki-laki	125	70.6	70.6	70.6
	Perempuan	52	29.4	29.4	100.0
	Total	177	100.0	100.0	

### Usia

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 s/d 30 thn	58	32.8	32.8	32.8
	>30 s/d 40 thn	49	27.7	27.7	60.5
	>40 thn	70	39.5	39.5	100.0
	Total	177	100.0	100.0	

### Lama Kerja

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 s/d 5 thn	53	29.9	29.9	29.9
	>5 s/d 10 thn	38	21.5	21.5	51.4
	>10 s/d 15 thn	44	24.9	24.9	76.3
	> 15 thn	42	23.7	23.7	100.0
	Total	177	100.0	100.0	

### Departemen

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dept. Administrasi & Layanan	4	2.3	2.3	2.3
	Dept. Aktuaria	6	3.4	3.4	5.6
	Dept. Akuntansi	7	4.0	4.0	9.6
	Dept. Hukum	6	3.4	3.4	13.0
	Dept. Keagenan	2	1.1	1.1	14.1
	Dept. Keuangan	6	3.4	3.4	17.5
	Dept. Klaim	17	9.6	9.6	27.1
	Dept. Manajemen Resiko	3	1.7	1.7	28.8
	Dept. Pengawasan Internal	6	3.4	3.4	32.2
	Dept. Perencanaan Perusahaan	2	1.1	1.1	33.3
	Dept. Pertanggunggaan	12	6.8	6.8	40.1
	Dept. Portofolio	6	3.4	3.4	43.5

Dept. Properti	4	2.3	2.3	45.8
Dept. SDM	7	4.0	4.0	49.7
Dept, Sistem Informasi	3	1.7	1.7	51.4
Dept. Umum	19	10.7	10.7	62.1
Divisi Managemen Dana	4	2.3	2.3	64.4
Divisi Pemasaran	14	7.9	7.9	72.3
DPLK	7	4.0	4.0	76.3
Anak Perusahaan	27	15.3	15.3	91.5
Sekretariat	8	4.5	4.5	96.0
Yayasan	7	4.0	4.0	100.0
Total	177	100.0	100.0	

**PK1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Tidak Setuju	43	24.3	24.3	24.3
	Cukup Setuju	33	18.6	18.6	42.9
	Setuju	80	45.2	45.2	88.1
	Sangat Setuju	21	11.9	11.9	100.0
	Total	177	100.0	100.0	

**PK2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	18	10.2	10.2	10.2
	Tidak Setuju	26	14.7	14.7	24.9
	Cukup Setuju	31	17.5	17.5	42.4
	Setuju	72	40.7	40.7	83.1
	Sangat Setuju	30	16.9	16.9	100.0
	Total	177	100.0	100.0	



**PK3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	7	4.0	4.0	4.0
	Tidak Setuju	30	16.9	16.9	20.9
	Cukup Setuju	36	20.3	20.3	41.2
	Setuju	71	40.1	40.1	81.4
	Sangat Setuju	33	18.6	18.6	100.0
	Total	177	100.0	100.0	

**PK4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	7	4.0	4.0	4.0
	Tidak Setuju	12	6.8	6.8	10.7
	Cukup Setuju	57	32.2	32.2	42.9
	Setuju	78	44.1	44.1	87.0
	Sangat Setuju	23	13.0	13.0	100.0
	Total	177	100.0	100.0	

**PK5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	5	2.8	2.8	2.8
	Tidak Setuju	29	16.4	16.4	19.2
	Cukup Setuju	53	29.9	29.9	49.2
	Setuju	66	37.3	37.3	86.4
	Sangat Setuju	24	13.6	13.6	100.0
	Total	177	100.0	100.0	

**PK6**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	1	.6	.6	.6

Tidak Setuju	30	16.9	16.9	17.5
Cukup Setuju	57	32.2	32.2	49.7
Setuju	60	33.9	33.9	83.6
Sangat Setuju	29	16.4	16.4	100.0
Total	177	100.0	100.0	

### PK7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	17	9.6	9.6	9.6
	Tidak Setuju	34	19.2	19.2	28.8
	Cukup Setuju	46	26.0	26.0	54.8
	Setuju	58	32.8	32.8	87.6
	Sangat Setuju	22	12.4	12.4	100.0
	Total	177	100.0	100.0	

### PK8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	6	3.4	3.4	3.4
	Tidak Setuju	33	18.6	18.6	22.0
	Cukup Setuju	38	21.5	21.5	43.5
	Setuju	60	33.9	33.9	77.4
	Sangat Setuju	40	22.6	22.6	100.0
	Total	177	100.0	100.0	

### PK9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	22	12.4	12.4	12.4
	Tidak Setuju	31	17.5	17.5	29.9
	Cukup Setuju	62	35.0	35.0	65.0
	Setuju	44	24.9	24.9	89.8
	Sangat Setuju	18	10.2	10.2	100.0

Total	177	100.0	100.0
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### LK1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	1	.6	.6	.6
	Tidak Setuju	19	10.7	10.7	11.3
	Cukup Setuju	38	21.5	21.5	32.8
	Setuju	80	45.2	45.2	78.0
	Sangat Setuju	39	22.0	22.0	100.0
	Total	177	100.0	100.0	

### LK2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	4	2.3	2.3	2.3
	Tidak Setuju	33	18.6	18.6	20.9
	Cukup Setuju	41	23.2	23.2	44.1
	Setuju	67	37.9	37.9	81.9
	Sangat Setuju	32	18.1	18.1	100.0
	Total	177	100.0	100.0	

### LK3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	4	2.3	2.3	2.3
	Tidak Setuju	51	28.8	28.8	31.1
	Cukup Setuju	49	27.7	27.7	58.8
	Setuju	58	32.8	32.8	91.5
	Sangat Setuju	15	8.5	8.5	100.0
	Total	177	100.0	100.0	

**LK4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	15	8.5	8.5	8.5
	Tidak Setuju	36	20.3	20.3	28.8
	Cukup Setuju	71	40.1	40.1	68.9
	Setuju	42	23.7	23.7	92.7
	Sangat Setuju	13	7.3	7.3	100.0
	Total	177	100.0	100.0	

**LK5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	9	5.1	5.1	5.1
	Tidak Setuju	42	23.7	23.7	28.8
	Cukup Setuju	56	31.6	31.6	60.5
	Setuju	45	25.4	25.4	85.9
	Sangat Setuju	25	14.1	14.1	100.0
	Total	177	100.0	100.0	

**LK6**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	4	2.3	2.3	2.3
	Tidak Setuju	17	9.6	9.6	11.9
	Cukup Setuju	28	15.8	15.8	27.7
	Setuju	82	46.3	46.3	74.0
	Sangat Setuju	46	26.0	26.0	100.0
	Total	177	100.0	100.0	

**LK7**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	5	2.8	2.8	2.8
	Tidak Setuju	21	11.9	11.9	14.7
	Cukup Setuju	33	18.6	18.6	33.3
	Setuju	87	49.2	49.2	82.5
	Sangat Setuju	31	17.5	17.5	100.0
	Total	177	100.0	100.0	

**LK8**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	3	1.7	1.7	1.7
	Tidak Setuju	20	11.3	11.3	13.0
	Cukup Setuju	50	28.2	28.2	41.2
	Setuju	71	40.1	40.1	81.4
	Sangat Setuju	33	18.6	18.6	100.0
	Total	177	100.0	100.0	

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**KO1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	3	1.7	1.7	1.7
	Tidak Setuju	53	29.9	29.9	31.6
	Cukup Setuju	31	17.5	17.5	49.2
	Setuju	62	35.0	35.0	84.2
	Sangat Setuju	28	15.8	15.8	100.0
	Total	177	100.0	100.0	

**KO2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	8	4.5	4.5	4.5
	Tidak Setuju	32	18.1	18.1	22.6
	Cukup Setuju	48	27.1	27.1	49.7
	Setuju	63	35.6	35.6	85.3
	Sangat Setuju	26	14.7	14.7	100.0
	Total	177	100.0	100.0	

**KO3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	5	2.8	2.8	2.8
	Tidak Setuju	13	7.3	7.3	10.2
	Cukup Setuju	50	28.2	28.2	38.4
	Setuju	74	41.8	41.8	80.2
	Sangat Setuju	35	19.8	19.8	100.0
	Total	177	100.0	100.0	

**KO4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	14	7.9	7.9	7.9
	Tidak Setuju	32	18.1	18.1	26.0
	Cukup Setuju	63	35.6	35.6	61.6
	Setuju	55	31.1	31.1	92.7
	Sangat Setuju	13	7.3	7.3	100.0
	Total	177	100.0	100.0	

**KO5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	10	5.6	5.6	5.6



Tidak Setuju	37	20.9	20.9	26.6
Cukup Setuju	59	33.3	33.3	59.9
Setuju	57	32.2	32.2	92.1
Sangat Setuju	14	7.9	7.9	100.0
Total	177	100.0	100.0	

### KO6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	14	7.9	7.9	7.9
	Tidak Setuju	30	16.9	16.9	24.9
	Cukup Setuju	81	45.8	45.8	70.6
	Setuju	42	23.7	23.7	94.4
	Sangat Setuju	10	5.6	5.6	100.0
	Total	177	100.0	100.0	

### KO7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	4	2.3	2.3	2.3
	Tidak Setuju	30	16.9	16.9	19.2
	Cukup Setuju	45	25.4	25.4	44.6
	Setuju	74	41.8	41.8	86.4
	Sangat Setuju	24	13.6	13.6	100.0
	Total	177	100.0	100.0	

### KO8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	1	.6	.6	.6
	Tidak Setuju	32	18.1	18.1	18.6
	Cukup Setuju	48	27.1	27.1	45.8
	Setuju	68	38.4	38.4	84.2
	Sangat Setuju	28	15.8	15.8	100.0

Total	177	100.0	100.0
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### KO9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	8	4.5	4.5	4.5
	Tidak Setuju	20	11.3	11.3	15.8
	Cukup Setuju	87	49.2	49.2	65.0
	Setuju	47	26.6	26.6	91.5
	Sangat Setuju	15	8.5	8.5	100.0
	Total	177	100.0	100.0	

### OCB1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	4	2.3	2.3	2.3
	Tidak Setuju	40	22.6	22.6	24.9
	Cukup Setuju	39	22.0	22.0	46.9
	Setuju	74	41.8	41.8	88.7
	Sangat Setuju	20	11.3	11.3	100.0
	Total	177	100.0	100.0	

### OCB2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	4	2.3	2.3	2.3
	Tidak Setuju	33	18.6	18.6	20.9
	Cukup Setuju	53	29.9	29.9	50.8
	Setuju	65	36.7	36.7	87.6
	Sangat Setuju	22	12.4	12.4	100.0
	Total	177	100.0	100.0	

**OCB3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	5	2.8	2.8	2.8
	Tidak Setuju	18	10.2	10.2	13.0
	Cukup Setuju	69	39.0	39.0	52.0
	Setuju	75	42.4	42.4	94.4
	Sangat Setuju	10	5.6	5.6	100.0
	Total	177	100.0	100.0	

**OCB4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	3	1.7	1.7	1.7
	Tidak Setuju	21	11.9	11.9	13.6
	Cukup Setuju	79	44.6	44.6	58.2
	Setuju	64	36.2	36.2	94.4
	Sangat Setuju	10	5.6	5.6	100.0
	Total	177	100.0	100.0	

**OCB5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	2	1.1	1.1	1.1
	Tidak Setuju	14	7.9	7.9	9.0
	Cukup Setuju	26	14.7	14.7	23.7
	Setuju	105	59.3	59.3	83.1
	Sangat Setuju	30	16.9	16.9	100.0
	Total	177	100.0	100.0	

**OCB6**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	1	.6	.6	.6
	Tidak Setuju	41	23.2	23.2	23.7
	Cukup Setuju	47	26.6	26.6	50.3
	Setuju	70	39.5	39.5	89.8
	Sangat Setuju	18	10.2	10.2	100.0
	Total	177	100.0	100.0	

**OBC7**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	7	4.0	4.0	4.0
	Tidak Setuju	36	20.3	20.3	24.3
	Cukup Setuju	69	39.0	39.0	63.3
	Setuju	56	31.6	31.6	94.9
	Sangat Setuju	9	5.1	5.1	100.0
	Total	177	100.0	100.0	

**OCB8**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	8	4.5	4.5	4.5
	Tidak Setuju	29	16.4	16.4	20.9
	Cukup Setuju	39	22.0	22.0	42.9
	Setuju	85	48.0	48.0	91.0
	Sangat Setuju	16	9.0	9.0	100.0
	Total	177	100.0	100.0	

**OCB9**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	13	7.3	7.3	7.3

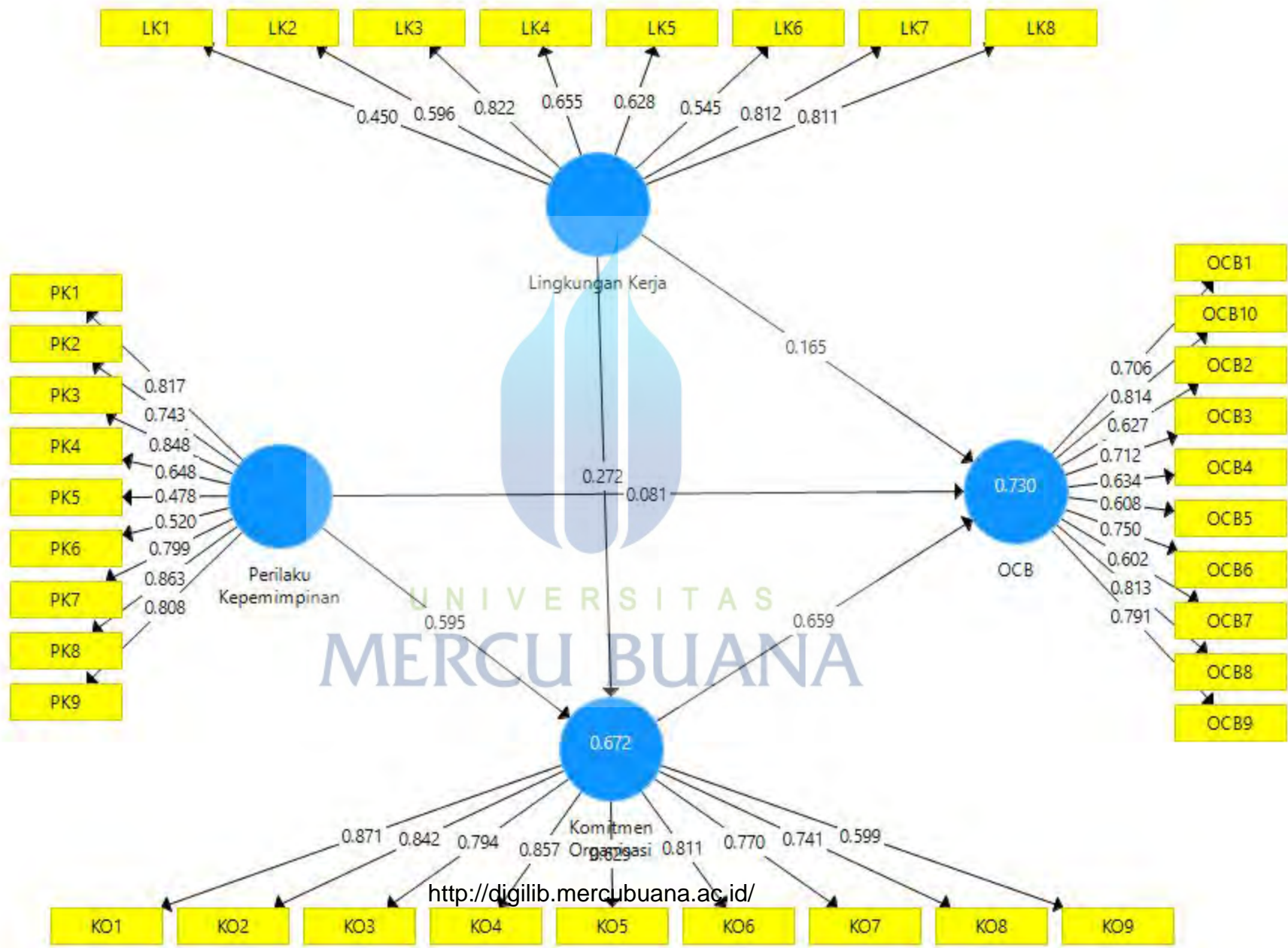
Tidak Setuju	47	26.6	26.6	33.9
Cukup Setuju	53	29.9	29.9	63.8
Setuju	53	29.9	29.9	93.8
Sangat Setuju	11	6.2	6.2	100.0
Total	177	100.0	100.0	

### OCB10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sangat Tidak Setuju	18	10.2	10.2	10.2
	Tidak Setuju	30	16.9	16.9	27.1
	Cukup Setuju	42	23.7	23.7	50.8
	Setuju	71	40.1	40.1	91.0
	Sangat Setuju	16	9.0	9.0	100.0
	Total	177	100.0	100.0	



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Indikator

Tidak.	Indikator
1	No. Responden
2	PK1
3	PK2
4	PK3
5	PK4
6	PK5
7	PK6
8	PK7
9	PK8
10	PK9
11	LK1
12	LK2
13	LK3
14	LK4
15	LK5
16	LK6

### Outer Loading

Salin ke Clipboard: [Format Excel](#) [Format R](#)

	Komitmen Organisasi	Lingkungan Kerja	OCB	Perilaku Kepemimpinan
KO1	0.871			
KO2	0.842			
KO3	0.794			
KO4	0.857			
KO5	0.629			
KO6	0.811			
KO7	0.770			
KO8	0.741			
KO9	0.599			
LK1		0.450		
LK2		0.596		
LK3		0.822		
LK4		0.655		
LK5		0.628		
LK6		0.545		
LK7		0.812		
LK8		0.811		
OCB1			0.706	
OCB10			0.814	
OCB2			0.627	

Hasil Akhir	Kriteria Kualitas	Hasil Sementara	Basis Data
<a href="#">Koefisien Jalur</a>	<a href="#">R Square</a>	<a href="#">Perubahan Kriteria Berhenti</a>	<a href="#">Pengaturan</a>
<a href="#">Efek Tidak Langsung</a>	<a href="#">f Square</a>		<a href="#">Inner Model</a>
<a href="#">Pengaruh Total</a>	<a href="#">Validitas dan Reliabilitas Konstruk</a>		<a href="#">Outer Model</a>
<a href="#">Outer Loading</a>	<a href="#">Validitas Diskriminan</a>		<a href="#">Data Indikator (Original)</a>
<a href="#">Outer Weight</a>	<a href="#">Collinearity Statistik (VIF)</a>		<a href="#">Data Indikator (Standardisasi)</a>
<a href="#">Variabel Laten</a>	<a href="#">Fit Model</a>		<a href="#">Data Indikator (Korelasi)</a>
<a href="#">Residual</a>	<a href="#">Kriteria Seleksi Model</a>		

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  - Validitas Konvergen - 2
  - Kuesioner - OK [177 Catatan]
- > Sova Arviyah 1
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Indikator

Tidak.	Indikator
1	No. Responden
2	PK1
3	PK2
4	PK3
5	PK4
6	PK5
7	PK6
8	PK7
9	PK8
10	PK9
11	LK1
12	LK2
13	LK3
14	LK4
15	LK5
16	LK6

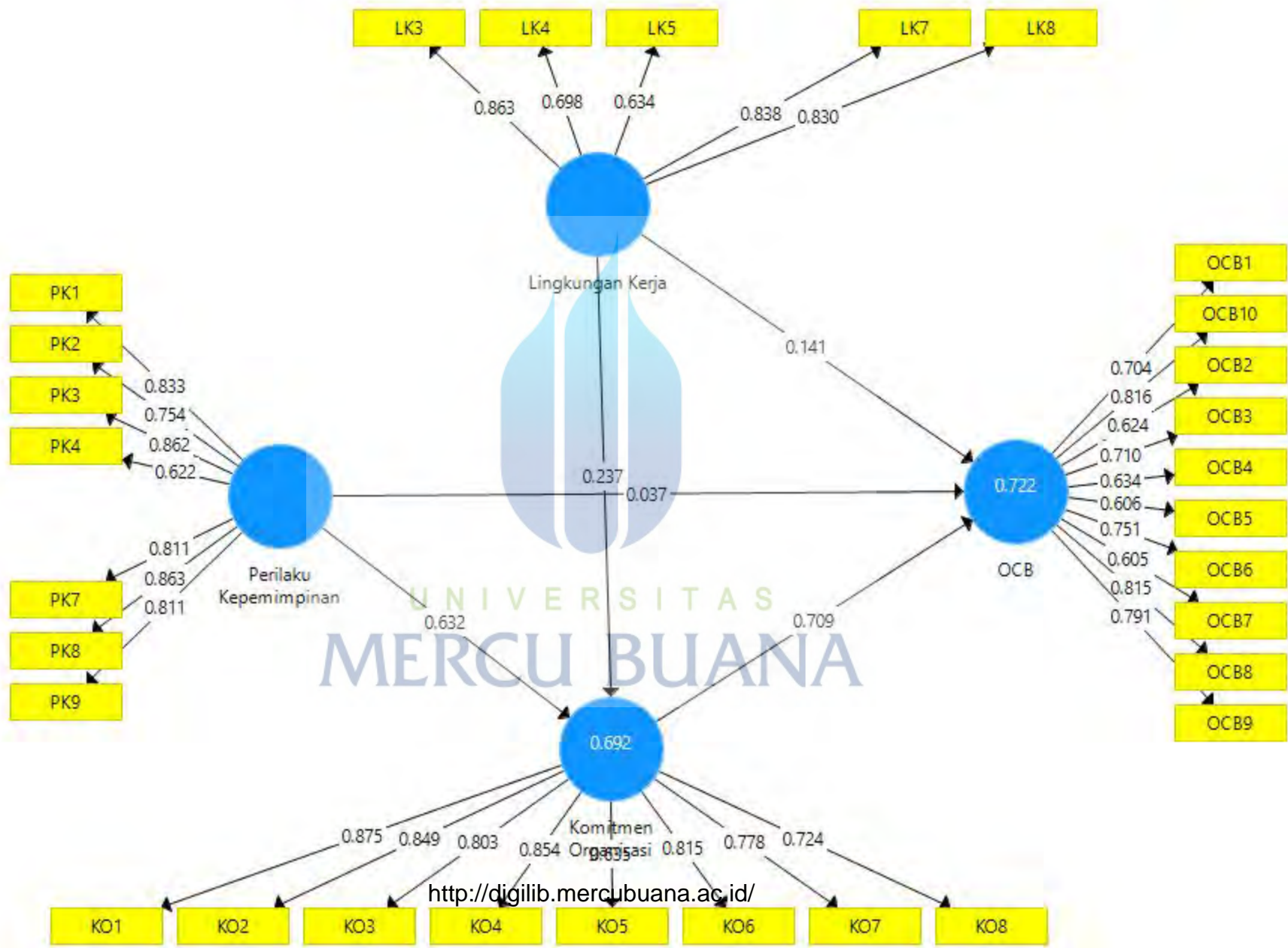
### Outer Loading

Matriks

Salin ke Clipboard: Format Excel Format R

	Komitmen Organisasi	Lingkungan Kerja	OCB	Perilaku Kepemimpinan
LK8		0.811		
OCB1			0.706	
OCB10			0.814	
OCB2			0.627	
OCB3			0.712	
OCB4			0.634	
OCB5			0.608	
OCB6			0.750	
OCB7			0.602	
OCB8			0.813	
OCB9			0.791	
PK1				0.817
PK2				0.743
PK3				0.848
PK4				0.648
PK5				0.478
PK6				0.520
PK7				0.799
PK8				0.863
PK9				0.808

Hasil Akhir	- Kriteria Kualitas	Hasil Sementara	Basis Data
<a href="#">Koefisien Jalur</a>	<a href="#">R Square</a>	<a href="#">Perubahan Kriteria Berhenti</a>	<a href="#">Pengaturan</a>
<a href="#">Efek Tidak Langsung</a>	<a href="#">f Square</a>		<a href="#">Inner Model</a>
<a href="#">Pengaruh Total</a>	<a href="#">Validitas dan Reliabilitas Konstruk</a>		<a href="#">Outer Model</a>
<a href="#">Outer Loading</a>	<a href="#">Validitas Diskriminan</a>		<a href="#">Data Indikator (Original)</a>
<a href="#">Outer Weight</a>	<a href="#">Collinearity Statistik (VIF)</a>		<a href="#">Data Indikator (Standardisasi)</a>
<a href="#">Variabel Laten</a>	<a href="#">Fit Model</a>		<a href="#">Data Indikator (Korelasi)</a>
<a href="#">Residual</a>	<a href="#">Kriteria Seleksi Model</a>		





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Indikator

Tidak.	Indikator
1	No. Responden
2	PK1
3	PK2
4	PK3
5	PK4
6	PK5
7	PK6
8	PK7
9	PK8
10	PK9
11	LK1
12	LK2
13	LK3
14	LK4
15	LK5
16	LK6

### Outer Loading

Salin ke Clipboard: [Format Excel](#) [Format R](#)

Matriks	Komitmen Organisasi	Lingkungan Kerja	OCB	Perilaku Kepemimpinan
KO1	0.875			
KO2	0.849			
KO3	0.803			
KO4	0.854			
KO5	0.635			
KO6	0.815			
KO7	0.778			
KO8	0.724			
LK3		0.863		
LK4		0.698		
LK5		0.634		
LK7		0.838		
LK8		0.830		
OCB1			0.704	
OCB10			0.816	
OCB2			0.624	
OCB3			0.710	
OCB4			0.634	
OCB5			0.606	
OCB6			0.751	

Hasil Akhir	Kriteria Kualitas	Hasil Sementara	Basis Data
<a href="#">Koefisien Jalur</a>	<a href="#">R Square</a>	<a href="#">Perubahan Kriteria Berhenti</a>	<a href="#">Pengaturan</a>
<a href="#">Efek Tidak Langsung</a>	<a href="#">f Square</a>		<a href="#">Inner Model</a>
<a href="#">Pengaruh Total</a>	<a href="#">Validitas dan Reliabilitas Konstruk</a>		<a href="#">Outer Model</a>
<a href="#">Outer Loading</a>	<a href="#">Validitas Diskriminan</a>		<a href="#">Data Indikator (Original)</a>
<a href="#">Outer Weight</a>	<a href="#">Collinearity Statistik (VIF)</a>		<a href="#">Data Indikator (Standarisasi)</a>
<a href="#">Variabel Laten</a>	<a href="#">Fit Model</a>		<a href="#">Data Indikator (Korelasi)</a>
<a href="#">Residual</a>	<a href="#">Kriteria Seleksi Model</a>		



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- >  Elsa
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  - Validitas Konvergen - 2
  - Kuesioner - OK [177 Catatan]
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- >  Test Elsa
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Indikator

Tidak.	Indikator
1	No. Responden
2	PK1
3	PK2
4	PK3
5	PK4
6	PK5
7	PK6
8	PK7
9	PK8
10	PK9
11	LK1
12	LK2
13	LK3
14	LK4
15	LK5
16	LK6

### Outer Loading

Salin ke Clipboard:

Matriks	Komitmen Organisasi	Lingkungan Kerja	OCB	Perilaku Kepemimpinan
LK5		0.634		
LK7		0.838		
LK8		0.830		
OCB1			0.704	
OCB10			0.816	
OCB2			0.624	
OCB3			0.710	
OCB4			0.634	
OCB5			0.606	
OCB6			0.751	
OCB7			0.605	
OCB8			0.815	
OCB9			0.791	
PK1				0.833
PK2				0.754
PK3				0.862
PK4				0.622
PK7				0.811
PK8				0.863
PK9				0.811

Hasil Akhir	Kriteria Kualitas	Hasil Sementara	Basis Data
<a href="#">Koefisien Jalur</a>	<a href="#">R Square</a>	<a href="#">Perubahan Kriteria Berhenti</a>	<a href="#">Pengaturan</a>
<a href="#">Efek Tidak Langsung</a>	<a href="#">f Square</a>		<a href="#">Inner Model</a>
<a href="#">Pengaruh Total</a>	<a href="#">Validitas dan Reliabilitas Konstruk</a>		<a href="#">Outer Model</a>
<a href="#">Outer Loading</a>	<a href="#">Validitas Diskriminan</a>		<a href="#">Data Indikator (Original)</a>
<a href="#">Outer Weight</a>	<a href="#">Collinearity Statistik (VIF)</a>		<a href="#">Data Indikator (Standarisasi)</a>
<a href="#">Variabel Laten</a>	<a href="#">Fit Model</a>		<a href="#">Data Indikator (Korelasi)</a>
<a href="#">Residual</a>	<a href="#">Kriteria Seleksi Model</a>		



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Indikator

Tidak.	Indikator
1	No. Responden
2	PK1
3	PK2
4	PK3
5	PK4
6	PK5
7	PK6
8	PK7
9	PK8
10	PK9
11	LK1
12	LK2
13	LK3
14	LK4
15	LK5
16	LK6

### Validitas Diskriminan

Salin ke Clipboard:

	Komitmen Organisasi	Lingkungan Kerja	OCB	Perilaku Kepemimpinan
KO1	0.875	0.723	0.719	0.789
KO2	0.849	0.660	0.703	0.716
KO3	0.803	0.652	0.751	0.644
KO4	0.854	0.570	0.731	0.701
KO5	0.635	0.441	0.534	0.472
KO6	0.815	0.626	0.636	0.692
KO7	0.778	0.477	0.667	0.564
KO8	0.724	0.464	0.594	0.577
LK3	0.679	0.863	0.585	0.694
LK4	0.408	0.698	0.340	0.484
LK5	0.398	0.634	0.386	0.483
LK7	0.621	0.838	0.629	0.687
LK8	0.660	0.830	0.650	0.659
OCB1	0.621	0.457	0.704	0.487
OCB10	0.808	0.623	0.816	0.711
OCB2	0.479	0.367	0.624	0.348
OCB3	0.592	0.483	0.710	0.572
OCB4	0.518	0.439	0.634	0.483
OCB5	0.438	0.452	0.606	0.385
OCB6	0.572	0.562	0.751	0.487

Hasil Akhir	Kriteria Kualitas	Hasil Sementara	Basis Data
<a href="#">Koefisien Jalur</a>	<a href="#">R Square</a>	<a href="#">Perubahan Kriteria Berhenti</a>	<a href="#">Pengaturan</a>
<a href="#">Efek Tidak Langsung</a>	<a href="#">f Square</a>		<a href="#">Inner Model</a>
<a href="#">Pengaruh Total</a>	<a href="#">Validitas dan Reliabilitas Konstruk</a>		<a href="#">Outer Model</a>
<a href="#">Outer Loading</a>	<a href="#">Validitas Diskriminan</a>		<a href="#">Data Indikator (Original)</a>
<a href="#">Outer Weight</a>	<a href="#">Collinearity Statistik (VIF)</a>		<a href="#">Data Indikator (Standarisasi)</a>
<a href="#">Variabel Laten</a>	<a href="#">Fit Model</a>		<a href="#">Data Indikator (Korelasi)</a>
<a href="#">Residual</a>	<a href="#">Kriteria Seleksi Model</a>		



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  - Validitas Konvergen - 2
  - Kuesioner - OK [177 Catatan]
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Indikator

Tidak.	Indikator
1	No. Responden
2	PK1
3	PK2
4	PK3
5	PK4
6	PK5
7	PK6
8	PK7
9	PK8
10	PK9
11	LK1
12	LK2
13	LK3
14	LK4
15	LK5
16	LK6

### Validitas Diskriminan

Salin ke Clipboard:

	Komitmen Organisasi	Lingkungan Kerja	OCB	Perilaku Kepemimpinan
LK5	0.398	0.634	0.386	0.483
LK7	0.621	0.838	0.629	0.687
LK8	0.660	0.830	0.650	0.659
OCB1	0.621	0.457	0.704	0.487
OCB10	0.808	0.623	0.816	0.711
OCB2	0.479	0.367	0.624	0.348
OCB3	0.592	0.483	0.710	0.572
OCB4	0.518	0.439	0.634	0.483
OCB5	0.438	0.452	0.606	0.385
OCB6	0.572	0.562	0.751	0.487
OCB7	0.456	0.381	0.605	0.403
OCB8	0.721	0.536	0.815	0.576
OCB9	0.653	0.544	0.791	0.606
PK1	0.681	0.662	0.569	0.833
PK2	0.586	0.613	0.459	0.754
PK3	0.742	0.710	0.692	0.862
PK4	0.533	0.483	0.569	0.622
PK7	0.639	0.566	0.550	0.811
PK8	0.679	0.699	0.606	0.863
PK9	0.680	0.630	0.591	0.811

Hasil Akhir	Kriteria Kualitas	Hasil Sementara	Basis Data
<a href="#">Koefisien Jalur</a>	<a href="#">R Square</a>	<a href="#">Perubahan Kriteria Berhenti</a>	<a href="#">Pengaturan</a>
<a href="#">Efek Tidak Langsung</a>	<a href="#">f Square</a>		<a href="#">Inner Model</a>
<a href="#">Pengaruh Total</a>	<a href="#">Validitas dan Reliabilitas Konstruk</a>		<a href="#">Outer Model</a>
<a href="#">Outer Loading</a>	<a href="#">Validitas Diskriminan</a>		<a href="#">Data Indikator (Original)</a>
<a href="#">Outer Weight</a>	<a href="#">Collinearity Statistik (VIF)</a>		<a href="#">Data Indikator (Standarisasi)</a>
<a href="#">Variabel Laten</a>	<a href="#">Fit Model</a>		<a href="#">Data Indikator (Korelasi)</a>
<a href="#">Residual</a>	<a href="#">Kriteria Seleksi Model</a>		



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  - Uji Hipotesis
  - Validitas Konvergen - 1
  - Validitas Konvergen - 2
  - Kuesioner - OK [177 Catatan]**
- > Sova Arviyah 1
- > Test
- > Test Elsa
- > Test elsa 2
- > Yudha
- Archive

Indikator

Tidak.	Indikator
1	No. Responden
2	PK1
3	PK2
4	PK3
5	PK4
6	PK5
7	PK6
8	PK7
9	PK8
10	PK9
11	LK1
12	LK2
13	LK3
14	LK4
15	LK5
16	LK6

### Validitas dan Reliabilitas Konstruk

Matriks Cronbach's Alpha rho\_A Reliabilitas Komposit Rata-rata Varians Diekstrak (AVE) Salin ke Clipboard: [Format Excel](#) [Format R](#)

	Cronbach's Alpha	rho_A	Reliabilitas Komposit	Rata-rata Varians Diekstrak (AVE)
Komitmen Organisasi	0.915	0.923	0.932	0.632
Lingkungan Kerja	0.837	0.869	0.883	0.605
OCB	0.889	0.903	0.909	0.504
Perilaku Kepemimpinan	0.902	0.909	0.924	0.636



Hasil Akhir	Kriteria Kualitas	Hasil Sementara	Basis Data
<a href="#">Koefisien Jalur</a>	<a href="#">R Square</a>	<a href="#">Perubahan Kriteria Berhenti</a>	<a href="#">Pengaturan</a>
<a href="#">Efek Tidak Langsung</a>	<a href="#">f Square</a>		<a href="#">Inner Model</a>
<a href="#">Pengaruh Total</a>	<a href="#">Validitas dan Reliabilitas Konstruk</a>		<a href="#">Outer Model</a>
<a href="#">Outer Loading</a>	<a href="#">Validitas Diskriminan</a>		<a href="#">Data Indikator (Original)</a>
<a href="#">Outer Weight</a>	<a href="#">Collinearity Statistik (VIF)</a>		<a href="#">Data Indikator (Standarisasi)</a>
<a href="#">Variabel Laten</a>	<a href="#">Fit Model</a>		<a href="#">Data Indikator (Korelasi)</a>
<a href="#">Residual</a>	<a href="#">Kriteria Seleksi Model</a>		



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- contoh 2
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- Elsa
- Korelasi Antar Dimensi
- PLS-SEM BOOK - Corporate Reputation Extended
- Sova Arviah - Fix
  - Korelasi Antar Dimensi
  - Uji Hipotesis - dimensi
  - Uji Hipotesis
  - Validitas Konvergen - 1
  - Validitas Konvergen - 2
  - validitas
  - Kuesioner - OK [177 Catatan]**
- Sova Arviah 1
- Test
- Test Elsa
- Test elsa 2
- Yudha
- Archive

Indikator


Tidak.	Indikator
1	No. Responden
2	PK1
3	PK2
4	PK3
5	PK4
6	PK5
7	PK6
8	PK7
9	PK8
10	PK9
11	LK1
12	LK2
13	LK3
14	LK4
15	LK5
16	LK6

### Validitas Diskriminan

Kriteria Fornell-Larcker Cross Loadings Rasio Heterotrait-Monotrait (HTMT) Rasio Heterotrait-Monotrait (HTMT)

Salin ke Clipboard: [Format Excel](#) [Format R](#)

	Komitmen Organisasi	Lingkungan Kerja	OCB	Perilaku Kepemimpinan
Komitmen Organisasi	0.795			
Lingkungan Kerja	0.734	0.778		
OCB	0.843	0.691	0.710	
Perilaku Kepemimpinan	0.819	0.787	0.728	0.797



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Hasil Akhir	Kriteria Kualitas	Hasil Sementara	Basis Data
<a href="#">Koefisien Jalur</a>	<a href="#">R Square</a>	<a href="#">Perubahan Kriteria Berhenti</a>	<a href="#">Pengaturan</a>
<a href="#">Efek Tidak Langsung</a>	<a href="#">f Square</a>		<a href="#">Inner Model</a>
<a href="#">Pengaruh Total</a>	<a href="#">Validitas dan Reliabilitas Konstruk</a>		<a href="#">Outer Model</a>
<a href="#">Outer Loading</a>	<a href="#">Validitas Diskriminan</a>		<a href="#">Data Indikator (Original)</a>
<a href="#">Outer Weight</a>	<a href="#">Collinearity Statistik (VIF)</a>		<a href="#">Data Indikator (Standardisasi)</a>
<a href="#">Variabel Laten</a>	<a href="#">Fit Model</a>		<a href="#">Data Indikator (Korelasi)</a>
<a href="#">Residual</a>	<a href="#">Kriteria Seleksi Model</a>		

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  - Korelasi Antar Dimensi
  - Uji Hipotesis
  - Validitas Konvergen - 1
  - Validitas Konvergen - 2
  - Kuesioner - OK [177 Catatan]
- > Sova Arviyah 1
- > Test
- > Test Elsa
- > Test elsa 2
- > Yudha
- Archive

Indikator

Tidak.	Indikator
1	No. Responden
2	PK1
3	PK2
4	PK3
5	PK4
6	PK5
7	PK6
8	PK7
9	PK8
10	PK9
11	LK1
12	LK2
13	LK3
14	LK4
15	LK5
16	LK6

### R Square

Matriks	R Square	Adjusted R Square
Komitmen Organisasi	0.692	0.688
OCB	0.722	0.717

Salin ke Clipboard: [Format Excel](#) [Format R](#)



Hasil Akhir	- Kriteria Kualitas	Hasil Sementara	Basis Data
<a href="#">Koefisien Jalur</a>	<a href="#">R Square</a>	<a href="#">Perubahan Kriteria Berhenti</a>	<a href="#">Pengaturan</a>
<a href="#">Efek Tidak Langsung</a>	<a href="#">f Square</a>		<a href="#">Inner Model</a>
<a href="#">Pengaruh Total</a>	<a href="#">Validitas dan Reliabilitas Konstruk</a>		<a href="#">Outer Model</a>
<a href="#">Outer Loading</a>	<a href="#">Validitas Diskriminan</a>		<a href="#">Data Indikator (Original)</a>
<a href="#">Outer Weight</a>	<a href="#">Collinearity Statistik (VIF)</a>		<a href="#">Data Indikator (Standardisasi)</a>
<a href="#">Variabel Laten</a>	<a href="#">Fit Model</a>		<a href="#">Data Indikator (Korelasi)</a>
<a href="#">Residual</a>	<a href="#">Kriteria Seleksi Model</a>		

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9	PK8
10	PK9
11	LK1
12	LK2
13	LK3
14	LK4
15	LK5
16	LK6

### Koefisien Jalur

	Mean, STDEV, T-Values, P-Values	Keyakinan Interval	Keyakinan Interval Bias-Dikoreksi	Sampel		
		Sampel Asli (O)	Rata-rata Sam...	Standar Devias...	T Statistik (  O/...	P Values
Komitmen Organisasi -> OCB		0.709	0.709	0.068	10.404	0.000
Lingkungan Kerja -> Komitmen Organisasi		0.237	0.241	0.073	3.234	0.001
Lingkungan Kerja -> OCB		0.141	0.143	0.061	2.299	0.022
Perilaku Kepemimpinan -> Komitmen Organisasi		0.632	0.631	0.069	9.137	0.000
Perilaku Kepemimpinan -> OCB		0.037	0.038	0.087	0.430	0.667



<b>Hasil Akhir</b>	<b>Histogram</b>	<b>Basis Data</b>
<a href="#">Koefisien Jalur</a>	<a href="#">Histogram Koefisien Jalur</a>	<a href="#">Pengaturan</a>
<a href="#">Total Pengaruh Tidak Langsung</a>	<a href="#">Histogram efek tidak langsung</a>	<a href="#">Inner Model</a>
<a href="#">Efek Tidak Langsung Spesifik</a>	<a href="#">Histogram Total Efek</a>	<a href="#">Outer Model</a>
<a href="#">Pengaruh Total</a>		<a href="#">Data Indikator (Original)</a>
<a href="#">Outer Loading</a>		<a href="#">Data Indikator (Standardisasi)</a>
<a href="#">Outer Weight</a>		



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  - Validitas Konvergen - 1
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7	PK6
8	PK7
9	PK8
10	PK9
11	LK1
12	LK2
13	LK3
14	LK4
15	LK5
16	LK6

### Total Pengaruh Tidak Langsung

Mean, STDEV, T-Values, P-Values
  Keyakinan Interval
  Keyakinan Interval Bias-Dikoreksi
  Sampel
 Salin ke Clipboard:

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik ( O/STDEV )	P Values
Komitmen Organisasi -> OCB					
Lingkungan Kerja -> Komitmen Organisasi					
Lingkungan Kerja -> OCB	0.168	0.170	0.054	3.108	0.002
Perilaku Kepemimpinan -> Komitmen Organisasi					
Perilaku Kepemimpinan -> OCB	0.448	0.447	0.066	6.789	0.000



<b>Hasil Akhir</b>	<b>Histogram</b>	<b>Basis Data</b>
<a href="#">Koefisien Jalur</a>	<a href="#">Histogram Koefisien Jalur</a>	<a href="#">Pengaturan</a>
<a href="#">Total Pengaruh Tidak Langsung</a>	<a href="#">Histogram efek tidak langsung</a>	<a href="#">Inner Model</a>
<a href="#">Efek Tidak Langsung Spesifik</a>	<a href="#">Histogram Total Efek</a>	<a href="#">Outer Model</a>
<a href="#">Pengaruh Total</a>		<a href="#">Data Indikator (Original)</a>
<a href="#">Outer Loading</a>		<a href="#">Data Indikator (Standardisasi)</a>
<a href="#">Outer Weight</a>		



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9	PK8
10	PK9
11	LK1
12	LK2
13	LK3
14	LK4
15	LK5
16	LK6

### Pengaruh Total

Mean, STDEV, T-Values, P-Values    Keyakinan Interval    Keyakinan Interval Bias-Dikoreksi    Sampel    Salin ke Clipboard: [Format Excel](#) [Format R](#)

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik ( O/STDEV )	P Values
Komitmen Organisasi -> OCB	0.709	0.709	0.068	10.404	0.000
Lingkungan Kerja -> Komitmen Organisasi	0.237	0.241	0.073	3.234	0.001
Lingkungan Kerja -> OCB	0.308	0.313	0.078	3.952	0.000
Perilaku Kepemimpinan -> Komitmen Organisasi	0.632	0.631	0.069	9.137	0.000
Perilaku Kepemimpinan -> OCB	0.486	0.485	0.080	6.053	0.000



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<b>Hasil Akhir</b>	<b>Histogram</b>	<b>Basis Data</b>
<a href="#">Koefisien Jalur</a>	<a href="#">Histogram Koefisien Jalur</a>	<a href="#">Pengaturan</a>
<a href="#">Total Pengaruh Tidak Langsung</a>	<a href="#">Histogram efek tidak langsung</a>	<a href="#">Inner Model</a>
<a href="#">Efek Tidak Langsung Spesifik</a>	<a href="#">Histogram Total Efek</a>	<a href="#">Outer Model</a>
<a href="#">Pengaruh Total</a>		<a href="#">Data Indikator (Original)</a>
<a href="#">Outer Loading</a>		<a href="#">Data Indikator (Standardisasi)</a>
<a href="#">Outer Weight</a>		

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- >  PLS-SEM BOOK - Corporate Reputation Extended
- >  Sova Arviyah - Fix
  - Korelasi Antar Dimensi
  - Uji Hipotesis - dimensi
  - Uji Hipotesis
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- >  Test Elsa
- >  Test elsa 2
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7	PK6
8	PK7
9	PK8
10	PK9
11	LK1
12	LK2
13	LK3
14	LK4
15	LK5
16	LK6

### Outer Loading

Salin ke Clipboard:

	Mean, STDEV, T-Values, P-Values	Keyakinan Interval	Keyakinan Interval Bias-Dikoreksi	Sampel	
	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (  O/STDEV  )	P Values
KO1 <- Komitmen Organisasi	0.875	0.875	0.017	52.095	0.000
KO2 <- Komitmen Organisasi	0.849	0.851	0.025	34.430	0.000
KO3 <- Komitmen Organisasi	0.803	0.801	0.031	26.254	0.000
KO4 <- Komitmen Organisasi	0.854	0.855	0.020	42.385	0.000
KO5 <- Komitmen Organisasi	0.635	0.636	0.061	10.391	0.000
KO6 <- Komitmen Organisasi	0.815	0.816	0.027	30.365	0.000
KO7 <- Komitmen Organisasi	0.778	0.777	0.037	20.844	0.000
KO8 <- Komitmen Organisasi	0.724	0.719	0.049	14.632	0.000
LK3 <- Lingkungan Kerja	0.863	0.861	0.023	37.853	0.000
LK4 <- Lingkungan Kerja	0.698	0.695	0.054	12.890	0.000
LK5 <- Lingkungan Kerja	0.634	0.635	0.058	10.930	0.000
LK7 <- Lingkungan Kerja	0.838	0.837	0.024	34.985	0.000
LK8 <- Lingkungan Kerja	0.830	0.831	0.032	26.001	0.000
OCB1 <- OCB	0.704	0.706	0.049	14.284	0.000
OCB10 <- OCB	0.816	0.818	0.024	34.148	0.000
OCB2 <- OCB	0.624	0.626	0.068	9.215	0.000
OCB3 <- OCB	0.710	0.710	0.044	16.056	0.000
OCB4 <- OCB	0.634	0.634	0.063	10.037	0.000
OCB5 <- OCB	0.606	0.600	0.060	10.045	0.000
OCB6 <- OCB	0.751	0.750	0.043	17.406	0.000

<b>Hasil Akhir</b>	<b>Histogram</b>	<b>Basis Data</b>
<a href="#">Koefisien Jalur</a>	<a href="#">Histogram Koefisien Jalur</a>	<a href="#">Pengaturan</a>
<a href="#">Total Pengaruh Tidak Langsung</a>	<a href="#">Histogram efek tidak langsung</a>	<a href="#">Inner Model</a>
<a href="#">Efek Tidak Langsung Spesifik</a>	<a href="#">Histogram Total Efek</a>	<a href="#">Outer Model</a>
<a href="#">Pengaruh Total</a>		<a href="#">Data indikator (Original)</a>
<a href="#">Outer Loading</a>		<a href="#">Data Indikator (Standardisasi)</a>
<a href="#">Outer Weight</a>		



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  - Korelasi Antar Dimensi
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- >  Sova Arviyah 1
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Indikator

Tidak.	Indikator
1	No. Responden
2	PK1
3	PK2
4	PK3
5	PK4
6	PK5
7	PK6
8	PK7
9	PK8
10	PK9
11	LK1
12	LK2
13	LK3
14	LK4
15	LK5
16	LK6

### Outer Loading

Salin ke Clipboard:

Mean, STDEV, T-Values, P-Values	Keyakinan Interval	Keyakinan Interval Bias-Dikoreksi	Sampel		
	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (  O/STDEV  )	P Values
LK5 <- Lingkungan Kerja	0.634	0.635	0.058	10.930	0.000
LK7 <- Lingkungan Kerja	0.838	0.837	0.024	34.985	0.000
LK8 <- Lingkungan Kerja	0.830	0.831	0.032	26.001	0.000
OCB1 <- OCB	0.704	0.706	0.049	14.284	0.000
OCB10 <- OCB	0.816	0.818	0.024	34.148	0.000
OCB2 <- OCB	0.624	0.626	0.068	9.215	0.000
OCB3 <- OCB	0.710	0.710	0.044	16.056	0.000
OCB4 <- OCB	0.634	0.634	0.063	10.037	0.000
OCB5 <- OCB	0.606	0.600	0.060	10.045	0.000
OCB6 <- OCB	0.751	0.750	0.043	17.406	0.000
OCB7 <- OCB	0.605	0.602	0.069	8.770	0.000
OCB8 <- OCB	0.815	0.814	0.025	32.752	0.000
OCB9 <- OCB	0.791	0.791	0.039	20.511	0.000
PK1 <- Perilaku Kepemimpinan	0.833	0.834	0.029	28.759	0.000
PK2 <- Perilaku Kepemimpinan	0.754	0.753	0.042	17.758	0.000
PK3 <- Perilaku Kepemimpinan	0.862	0.862	0.018	49.030	0.000
PK4 <- Perilaku Kepemimpinan	0.622	0.621	0.049	12.639	0.000
PK7 <- Perilaku Kepemimpinan	0.811	0.810	0.025	31.985	0.000
PK8 <- Perilaku Kepemimpinan	0.863	0.863	0.017	49.881	0.000
PK9 <- Perilaku Kepemimpinan	0.811	0.809	0.028	29.393	0.000

<b>Hasil Akhir</b>	<b>Histogram</b>	<b>Basis Data</b>
<a href="#">Koefisien Jalur</a>	<a href="#">Histogram Koefisien Jalur</a>	<a href="#">Pengaturan</a>
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<a href="#">Outer Weight</a>		

## DAFTAR RIWAYAT HIDUP

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Seminar/ Konferensi yang pernah di ikuti:

2<sup>nd</sup> Social and Applied Science Conference (SASC II)

Manajemen Resiko dan Komunikasi Menuju Era Industri 5.0

Jakarta, 31 Juli 2019 di Universitas Mercu Buana

Karya ilmiah yang dihasilkan:

Judul : Pengaruh Perilaku Kepemimpinan dan Lingkungan Kerja terhadap *Organizational Citizenship Behavior* yang Dimediasi oleh Komitmen Organisasi di Kantor Pusat AJB Bumiputera 1912.