

# Influence of Situational Leadership, Extrinsic Motivation, and Intrinsic Motivation on Organizational Citizenship Behavior (OCB) in State Civil Apparatuses (ASN) In Local Government Pandeglang District of Banten Province

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**Abstract:-** This study aims to examine and analyze the effects of work situational leadership, extrinsic motivation, and intrinsic motivation on organizational citizenship behavior. The object of this study are civil apparatuses (ASN) in local government Pandeglang district of Banten Province. The sampling method used was stratified random sampling. Population amounted to 1066 with the sample size using Slovin's formula counted 386 respondents. The method of analysis used in this study are linear regression. The result showed that the work situational leadership, motivation extrinsic, and intrinsic motivation simultaneously has significant and positive effect to organizational citizenship behavior (OCB) at civil apparatuses (ASN) in Local government Pandeglang District of Banten Province. Extrinsic motivation is the biggest significant variable in organizational citizenship behavior (OCB)

**Keyword:-** Situational Leadership; Extrinsic Motivation; Intrinsic Motivation; Organizational Citizenship Behaviour.

## I. INTRODUCTION

The increasing number of population in Pandeglang District every year but not followed by the addition of the number of ASN itself, even the number of ASN in Pandeglang Regency is reduced because of the retirement of ASNs.

Based on the author's interview of the research subjects with the initials A.F.S., to find out and understand the phenomenon of research. A.F.S discloses the amount of reduction of ASN with the addition is not proportional and addition is not done periodically.

A.F.S added that the addition of ASN is different from private employees because it is directly regulated from the central government, so the reduction cannot be directly followed by addition. Over the past six years there has only been an ASN recruitment in 2018 and the formation quota obtained was only around 200 formations. This certainly affects the public service because with the emptiness so there are employees who have multifunctionality.

This makes increasingly demanded the available ASNs in behavior are not limited to working in-roles only or working with job description standards but also working extra-rolery or more than expected. Employees who work more than expected is one of the concepts in organizational citizenship behavior, which the authors call OCB.

Luo and Lio (2014) in their research found that situational leadership and employee readiness are suitable to have a positive influence on OCB. ). Ibrahim and Alinda (2015) in their research found that intrinsic motivation and extrinsic motivation both influence OCB. The author is interested in finding out more about situational leadership, extrinsic motivation and intrinsic motivation which is contained in the Regional Government of Pandeglang District.

The first is based on the dimensions of altruisme can be seen that as many as 46.5% stated very appropriate ASN, ASN stated as much as 46.5% and as much as 7% according ASN expressed less appropriate; The second is based on the dimensions of civic virtue can be seen that as many as 7% ASN stated very appropriate, as much as 33% ASN stated accordingly, 33% expressed less appropriate ASN, ASN 20% said it was not appropriate, and 7% stated very appropriate ASN; The third is based on the dimensions of conscientiousness can be seen that 13% ASN stated very appropriate, as much as 53% ASN stated correspond, as much as 27% expressed less appropriate ASN and ASN stated as much as 7% was incompatible; Based on the fourth dimension sebanayak courtesy 46.5% stated very appropriate ASN, ASN states corresponding 46.5%, and as much as 7% ASN expressed less appropriate;

The first by an instructive dimension can be seen that 13% stated very appropriate ASN, ASN states corresponding 74% and 13% expressed less appropriate ASN; The second is based on a consultative dimension can be seen that 26% ASN stated very appropriate and 74% accordingly; The third is based on a participatory dimension can be seen that as much as 60% stated very appropriate ASN, ASN stated by 33% and 7% according ASN expressed less appropriate; The fourth is based on the dimensions of discretionary 13% ASN stated very appropriate, as much as 26% ASN stated correspond, as much as 47% ASN expressed less

appropriate, as much as 7% said it was not appropriate ASN and ASN stated as much as 7% was incompatible.

First dimension of policy and administration as much as 53% ASN stated in accordance with 40% less appropriate ASN states and as much as 7% ASN said it was not appropriate; The second is based on the dimensions of supervision as much as 20% ASN stated very appropriate, as much as 53% ASN stated correspond, as much as 20% less appropriate ASN states and as much as 7% ASN said it was not appropriate; The third is based on the dimensions of interpersonal relationships as much as 27% stated very appropriate ASN, ASN as much as 66% and 7% stated accordance ASN said it was not appropriate; The fourth is based on the dimensions of job security as much as 27% stated very appropriate ASN, ASN stated by 20% in accordance with 40% less appropriate ASN states and as much as 13% ASN said it was not appropriate; fifth based on the dimensions of working conditions as much as 7% ASN stated very appropriate, as much as 53% ASN stated correspond, as much as 27% less appropriate ASN states and as much as 13% ASN stated very appropriate; The sixth dimension of wages or salaries by as much as 40% ASN stated correspond, as much as 46% ASN expressed less appropriate, as much as 7% said it was not appropriate ASN and ASN stated as much as 7% was incompatible; The seventh is based on the dimensions of status as much as 20% stated very appropriate ASN, ASN stated by 67% and 13% corresponding ASN expressed less appropriate.

Looking at the various background descriptions above, the researcher is interested in conducting research on situational leadership, extrinsic motivation and intrinsic motivation as independent variables on OCB variables as the dependent variable. Therefore, the title of this research is "The Influence of Situational Leadership, Extrinsic Motivation and Intrinsic Motivation on Organizational Citizenship Behavior (OCB) on State Civil Apparatus (ASN) in Pandeglang District Government in Banten Province".

## II. THEORETICAL REVIEW

### A. Organizational Citizenship Behavior (OCB)

OCB is defined as an individual behavior discretionary, not directly or explicitly recognized by the formal reward system, and promote the effective functioning of the whole organization. Definition of organ underlies most studies of OCB. A brief explanation for discretionary behavior states that it is the kind of behavior that is not a requirement that can be enforced in the role of the job description. Organizational citizenship behavior (OCB) is a discretionary behaviors that contribute to the psychological and social environment in the workplace. Successful organizations have employees who will do more than just their job duties, which will give a performance beyond expectations (Organ, in Wandary, 2015). Dimensions of Organizational Citizenship Behavior (OCB)

Organ (in Sharma and Jain, 2014) outlines five (5) specific categories of discretionary behavior and contribution of each to efficiency.

- 1) Altruism is directed at another individual, but contribute to the efficiency of the group to improve individual performance; Participants help new colleagues and give their time freely.
- 2) Conscientiousness is a wise use of time to improve the efficiency of both individuals and groups; employees give more time to the organization and trying to go beyond the formal requirements.
- 3) Sportsmanship increase the amount of time spent at the business organization; participants reduce the time spent on whining, complaining and carping.
- 4) Courtesy prevent problems and facilitate constructive use of time; Participants give advance notice, reminder timely and appropriate information.
- 5) Civic Virtue widely promote the interests of the organization; Participants volunteered to serve on committees and attend both outside and inside the organization represents the organization.

Indicators Organizational Citizenship Behavior (OCB) according to the specific organ manifestations OCB on the organization in terms of Altruism include:

- The willingness of employees to assist a colleague who is busy (work overload).
- Employee's willingness to provide assistance to people who are in the vicinity.
- The willingness of employees to replace another employee's duties when the question can not be run errands.
- The willingness of employees to take the time to help others relating to employment issues.
- The willingness of employees to help new employees who face difficulties in orientation.

### B. Situational Leadership

Definition of Situational Leadership, According to Hersey and Blanchard (in Fahmi, 2013: 100) situational leadership is a contingency theory that focuses the discussion on the followers or members of the organization as a subordinate. This theory is based on the principle that effective leadership can be manifested through the ability to choose the behavior or the right leadership style based on the level of readiness (readiness) and maturity (matturation) member organizations. This theory states that the effectiveness of the leadership is strongly influenced by the level of ability (readiness and maturity) member organizations or subordinates to accept or reject a leader. In general, this leadership theory less attention or tends to forget the factor of the conditions subordinate.

Situational Leadership Dimensions (Hersey and Blanchard (in Fahmi, 2013) :

#### ➤ *Telling (Saying / declare / Ruling).*

This leadership style of behavior or task-oriented and low in relation to the organization's members or subordinates. The leader is the center of activity for the readiness and maturity of the lower subordinates require leaders to explain the role of each member of the organization or subordinates about what, how, when and

where to carry out various tasks.

➤ *Selling (Offer / Sell).*

The behavior of this leadership style implemented by task orientation behavior and relationships are both are both high. Behavior or style is done to achieve effective leadership in accordance with the situation of members of the organization are still low readiness and maturity. In other words, leaders behave as advisors and advocates for each member of the organization.

➤ *Participating (Participation)*

Behavior or leadership style is implemented on a low task orientation and relationship orientation with high organizational members. Basically style or leadership behaviors shows willingness and ability to engage leaders in / mempartisipasikan or utilize members of the organization as a subordinate. Behavior or leadership style will be effective if the subordinate is high readiness and maturity, in the sense of having the ability and willingness to complete tasks.

➤ *Delegating (Delegation of Authority)*

Behavior or leadership style is implemented with low task orientation and relationship with organizational members as subordinate low. Style or leadership behaviors is effective when members of the organization as a subordinate very high readiness and ability to do the job.

*C. Extrinsic Motivation*

Deci and Ryan (in Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2016) Extrinsic motivation, defined as the desire to perform an activity with a view to achieving positive consequences such as incentives or to avoid the negative consequences of such punishment. Extrinsic motivation as the degree to which Motivation extrinsic relies on the existence of a real incentive (Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2016).

According to Herzberg (in Robbins & Judge, 2017) are a series of extrinsic conditions in the context of work that can lead to employee dissatisfaction (when the condition does not exist). This condition is called hygiene factors. Hygiene factors, among others:

➤ *Salary*

This aspect relating to wages, wage increases and expectations of employees on wages of their performance.

➤ *Job Security*

Aspects related to the sense of security felt during work

➤ *Working conditions*

This aspect relates to working conditions, working environment, working facilities acquired employees.

➤ *Company procedures*

This aspect relates to the organization and management firms are organized, regulation and administration of the company.

➤ *Supervision*

This aspect is related to the way the boss in controlling the responsibility of his subordinates.

➤ *Quality of Interpersonal Relationships among Colleagues, Tops and Bottoms.*

This aspect is related to the way employees interact with people in the workplace.

*D. Intrinsic Motivation*

Intrinsic motivation is defined as the desire to perform an activity for its own sake, thus experiencing pleasure and satisfaction inherent in the activity (Deci, Connell, & Ryan, in Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2016). Intrinsic motivation is the motivation that comes from within the individual, the person committing the act is not based on impulse or factors that come from outside, such as self-actualization (Maslow, in Robbins & Judge, 2017: 248).

According to Herzberg (in Luthans & Doh 2018: 442), which is classified as a motivational factor among others are:

- 1) Achievement (Achievement) : work performance
- 2) Recognition (Acknowledgment): give a letter of appreciation, giving gifts of cash
- 3) Work it Self (Work Itself): tantangan jobs, learning opportunities and opportunities
- 4) Responsibility (Responsibility): planning a task in itself, without the supervision that is too tight
- 5) Advancement (Progress): the opportunity to get a promotion, an opportunity to grow and progress to a higher stage.

*E. Theoretical Framework*

Based on the literature review and some of the research results as described above, the author develops a framework for research conducted on employees at the Government In Pandeglang Regency Banten Province

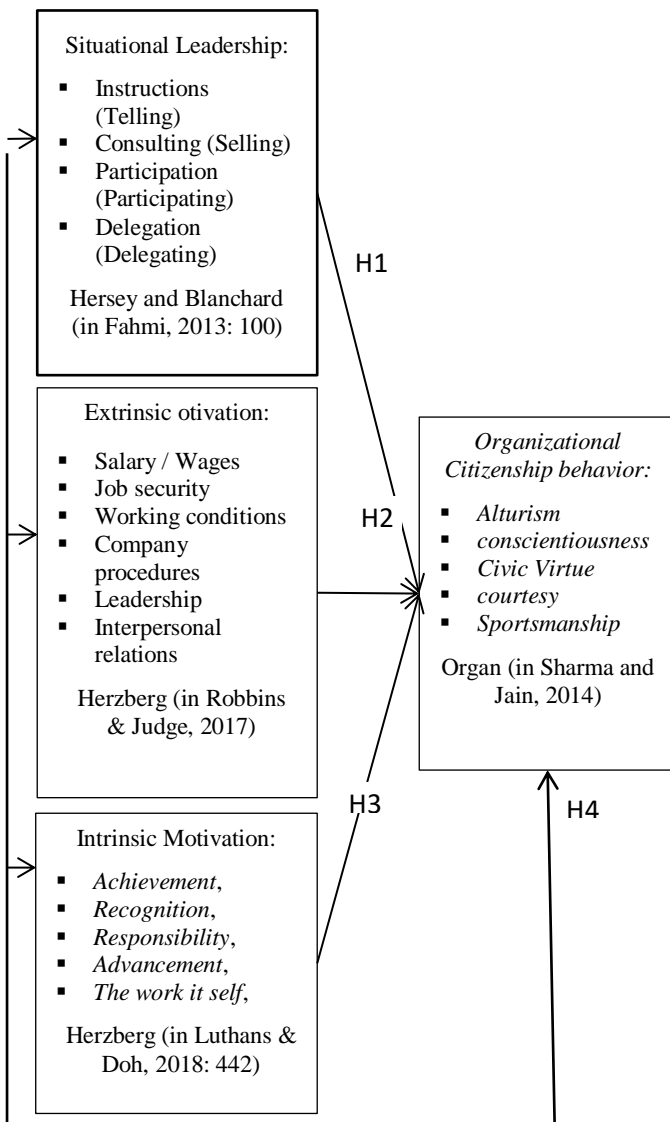


Fig 1: - Inter-Variable Relationship Model

Based on the framework and a description of past research as the basis of reasoning, can be formulated four hypothesis as follows:

- H1: Situational leadership has a significant positive effect on organizational citizenship behavior in civilian personnel in the state local government Pandeglang.
- H2: Extrinsic motivation has a significant positive effect on organizational citizenship behavior in civilian personnel in the state local government Pandeglang.
- H3: Intrinsic motivation has a significant positive effect on organizational citizenship behavior in civilian personnel in the state local government Pandeglang.
- H4: Situational leadership, extrinsic motivation, and intrinsic motivation simultaneously have significant positive effect on organizational citizenship behavior in civilian personnel in the state local government Pandeglang.

### III. RESEARCH METHODOLOGY

This study was designed to understand, explain, and predict the strength of the relationship between the independent variable on the dependent variable. In other words, this research is a comparative study that show causal direction of the relationship between independent variables and the dependent variable, in addition to measuring the strength of relationship (Sudaryono, 2017: 89).

This study used quantitative research methods. An analytical technique in accordance with the design of this study was to use a simple linear regression analysis and multiple to look for the effect of each variable using statistical software, SPSS version 23.

#### A. Population and Sample

In this study population used is whole ASN in Pandeglang District Government, amounting to 10.665 employees.

The number of samples that will be the object of research is determined based on the calculation formula Slovin with tolerable error rate is 5%.

The calculation of the number of samples by using the formula Slovin (Siregar, 2013: 34), can be obtained.

386 respondents out of a total population of 10 665 people ASN Pandeglang District Government.

#### B. Data Analysis Method

##### ➤ Instrument Quality Test

- *Validity Test*

Validity is a concept related to the extent to which the tests measure what should be measured. A test or measurement instrument is said to have a high validity if the device is running the measuring function, or provide results in accordance with the purpose of measuring the measurements to be made.

- *Reliability Test*

Reliability is actually a tool to measure a questionnaire which is an indicator of variables or constructs.

##### ➤ Descriptive Analysis

Descriptive statistics are statistics used to describe or give a picture of the object under study through the data sample or population as is, without analyzing and making conclusions apply to the public (Sugiyono, 2017: 29).

##### ➤ Classic Assumption Test

- *Normality Test*

Normality test aims to test whether the regression model, or residual confounding variables have a normal distribution.



- *Linearity Test*

This test shows whether all the independent variables or free inclusion in the model has a linear relationship to the dependent variable, or tied.

- *Multicollinearity Test*

Multicollinearity test aims to test whether the regression model found a correlation between independent variables (independent variables).

- *Heteroscedasticity Test*

Heteroscedasticity test aims to test whether the regression model occurred inequality residual variance from one observation to another observation.

➤ *Hypothesis Test*

- *Linear Regression Test*

Regression analysis is basically the study of the dependence of the dependent variable (bound) with one or more independent variables (explanatory variables / free),

- *Correlation Matrix Analysis between Dimensions*

Correlation analysis aims to measure the strength of association (linear relationship) between two variables (Ghozali, 2013: 96).

#### IV. RESULTS AND DISCUSSIONS

##### A. Result

###### 1) Description of Subject

- Characteristics of respondents by sex. The respondents were female as many as 193 people (50%), whereas male respondents as many as 193 people (50%)
- Characteristics of respondents by age, at only 4 (1%) >20-30 years old, followed by as many as 69 people (18%) aged >30-40 year, 124 people (32%) >40-50 years old, while the rest 189 people (49%) were aged >51 years,
- Characteristics of respondents by education. ASN employee who has a high school education / vocational many as 58 people (15%). Furthermore, as many as 81 people (21%) educated D1 / D2 / D3 and 232 (60%) educated D4 / S1,
- Characteristics of respondents by tenure. 13 (3%) had >1-5 year tenure. Then, as many as 76 people (20%) has been employed for between >5-10 year, 89 people (23%) have been working for >10-15 year, a total of 111 people (29%) have been working for years >15-20 , while as many as 97 people (25%) have been working for >20 years,

###### 2) Result of Instrument Quality Test

###### a) Validity Test Results

###### (i) Validity Test Result of Situational Leadership

Test the validity of the questionnaire conducted

situational leadership qualities above 30 point statement on 30 respondents by using SPSS version 23. The results of the analysis of the validity test of the 30 point statement of situational leadership questionnaire (if the data is attached) states that there are 22-point declaration is valid and the 8 point statement invalid. 22 point statement rhitung passed the test for a value more than the value rtabel 0,361, while the 8 point statement did not pass the test because rhitung value less than 0.361 rtabel value and can not be used as a statement of situational leadership in the research questionnaire,

###### (ii) Test Validity Result of Extrinsic Motivation

Test the validity of the extrinsic motivation questionnaire conducted on 18 point statement on 30 respondents by using SPSS 23. The results of the analysis of the validity test of the 18 item questionnaire statement extrinsic motivation (if the data is attached) states that there are 15-point declaration invalid and 3-point declaration is not valid. 15 point statement rhitung passed the test for a value more than the value rtabel 0,361, while the four point statement did not pass the test because rhitung value less than 0.361 rtabel value and can not be used as a statement of extrinsic motivation questionnaire in the study.

###### (iii) Test Validity Result of Intrinsic Motivation

Test the validity of the intrinsic motivation questionnaire conducted on 18 point statement on 30 respondents by using SPSS 23. The results of the analysis of the validity test of the 18 item questionnaire statement intrinsic motivation (if the data is attached) states that there are 15-point declaration invalid and 3-point declaration is not valid. 15 point statement rhitung passed the test for a value more than the value rtabel 0,361, while the three point statement did not pass the test because rhitung value less than 0.361 rtabel value and can not be used as a statement of intrinsic motivation in the research questionnaire.

###### (iv) Test Validity Result of Organizational Citizenship Behavior

Test the validity of the questionnaire OCB carried out on 22 point statement on 30 respondents by using SPSS 23. The results of the analysis of the validity test of the 22 item questionnaire OCB statement states that there are 21-point declaration is valid and 1 point declaration invalid. 21 point statement rhitung passed the test for a value more than the value rtabel 0.361,

###### b) Reliability Test Results

Reliability test results on existing variables, states that the variables of situational leadership, extrinsic motivation, intrinsic motivation, and organizational citizenship behavior, are reliable, because the Alpha Cronbach value of these variables is more than 0.70.

###### 3) Result of Classic Assumption Test

###### a) Normality Test Results

Normality test aims to test whether the regression model, or residual confounding variables have a normal distribution. One method to see normality is the normal probability plot analysis (normal PP).

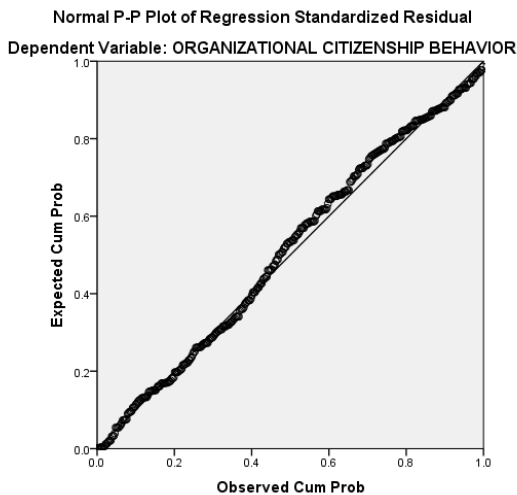


Fig 2

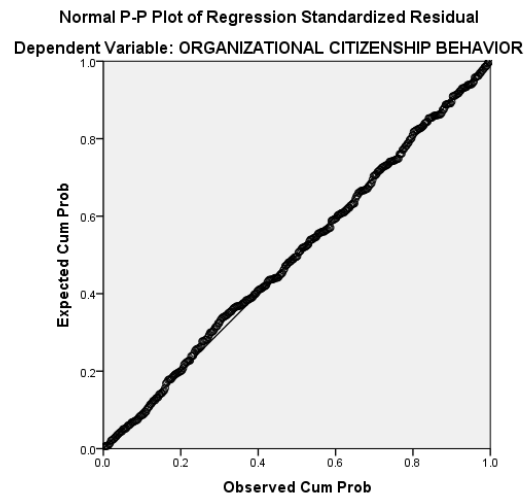


Fig 5

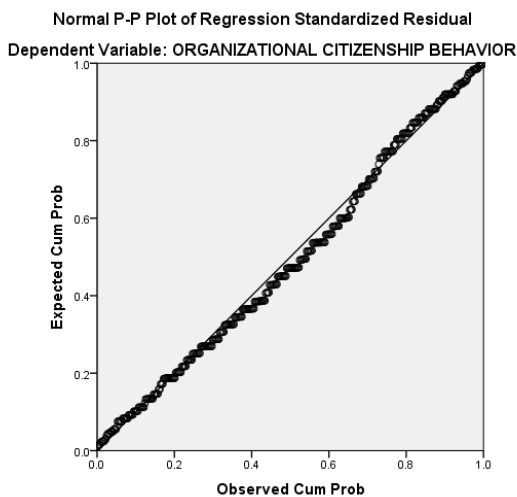


Fig 3

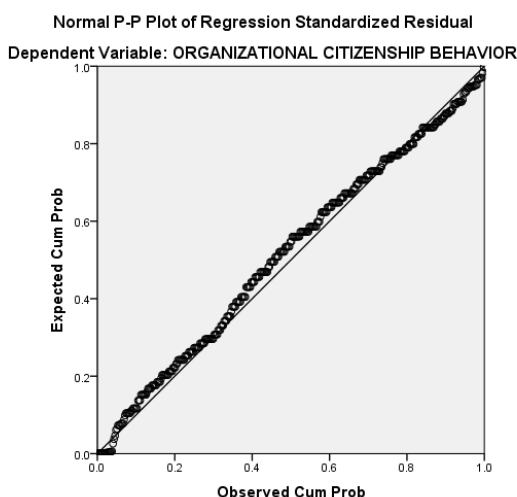


Fig 4

Based on the picture above shows the data points spread around the diagonal line and follow the direction of the diagonal line so that it can be concluded that the regression model to meet the assumptions of normality or normally distributed.

b) Linearity Test Results

Linearity test is performed to determine whether the two variables have a linear relationship or not. Linearity test as a prerequisite in the correlation or linear regression analysis.

ANOVA Table

		Sum of Squares	df	Mean Square	F	Sig.	
ORGANIZATION AL CITIZENSHIP BEHAVIOR * KEPEMIMPINAN	Between Groups	(Combined)	4605.244	20	230.262	13.208	.000
		Linearity	2643.925	1	2643.925	151.658	.000
		Deviation from Linearity	1961.319	19	103.227	5.921	.000
SITUASIONAL	Within Groups		6363.225	365	17.433		
Total			10968.469	385			

Table 1

Based on the analysis above linearity test, significance value between situational leadership and OCB variable is equal to  $0.000 < 0.05$ , it can be concluded both variables have a linear relationship.

c) Multicollinearity Test Results

That all tolerance values of variables situational leadership (X1), extrinsic motivation (X2), and intrinsic motivation (X3) are greater than 0.10 and all VIF smaller than 10 so it can be concluded that there is no multicollinearity between independent variables or independent variables in the regression model. If there multicollinearity, will have an impact on the regression model including partial regression coefficient was not measured precisely so that the value of the standard error of large, small changes in the data from sample to sample will cause a drastic change in the value of partial regression

coefficient, a change in one variable can lead to big changes the partial regression coefficients of other variables.

e) Heteroscedasticity Test Result

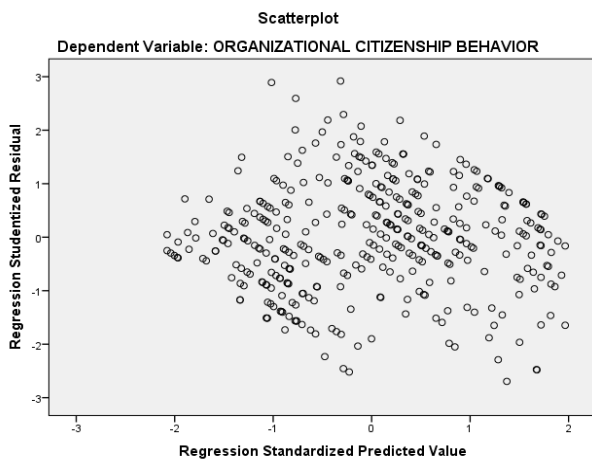


Fig 6

Basis for a decision on heteroscedasticity test is:

- 1) If there are certain regular patterns (wavy, widened and narrowed) then heteroskedastisitas; and
- 2) If there is no clear pattern or plot spread above and below the number 0 on the Y axis at random, then there is no heteroscedasticity.

4) Descriptive Analysis Result

In situational leadership variables obtained an average (mean) of 4.07. Therefore, the average value of the variable in the amount of 4.07 situational leadership fit into either category so that it can be concluded that the employee considers situational leadership in the Local Government Pandeglang still good. Moreover, obtained a standard deviation of 0.784. This indicates that the data on situational leadership variable has a distribution which is small because a smaller standard deviation from the average value.

In extrinsic motivation variables obtained an average (mean) of 3.71. This value is in good category means that an employee considers encouragement of the organization is quite good. Moreover, obtained a standard deviation of 0.874. This indicates that the data on extrinsic motivation variable has a distribution which is small because a smaller standard deviation from the average value.

In intrinsic motivation variables obtained an average (mean) of 3.87 which are in good enough category that means the intrinsic motivation felt by employees during work in Local Government Pandeglang good enough. Moreover, obtained a standard deviation of 0.796. This indicates that the data on extrinsic motivation variable has a distribution which is small because a smaller standard deviation from the average value.

In the OCB variable obtained an average (mean) of 3.93 and be in the good category means that employees assume that their OCB while working in Local Government

Pandeglang own good. Moreover, obtained a standard deviation of 0.731. This indicates that the variable OCB has a distribution which is small because a smaller standard deviation from the average value.

Therefore, the average value of the variable in the amount of 4.07 situational leadership fit into either category so that it can be concluded that employees consider the application of situational leadership in Pemerintahan Pandeglang regency fairly good. When viewed from any situational leadership variable dimension, the dimension of "hawking (selling) (X1.2)" has the greatest influence on the situational leadership in the Local Government Pandeglang with an average value of 4.14, while the dimension of "delegate (delegating) (X1.4)" getting the lowest average value in giving effect to the situational leadership, namely by 3.94.

The average value of extrinsic motivation variables as in table 4.6. above amounted to 3.71 which are in either category means the motivation is influenced by the outside perceived by employees in Local Government Pandeglang well. Dimensions that have the highest average value is dimension "status (X2.2)", which amounted to 3.97 so that the status of a great effect on Motivation extrinsic. Meanwhile, the lowest average score was 3.47, which is the dimension of "security and safety (X2.6)" which can be seen that security and safety is not the top priority that affect employees' motivation to work in Local Government Pandeglang.

The average value of intrinsic motivation variables as shown in Table 4.7. The above is of 3.87 which are in either category means the motivation is influenced from within (intrinsic motivation) perceived by employees in Local Government Pandeglang well. Dimensions that have the highest average value is the dimension of "progress (advancement) (X3.4)", which amounted to 3.99 so that the progress is very big influence on employee motivation. Meanwhile, the lowest average score was 3.72, which is the dimension of "recognition (recognition) (X3.2)" which can be seen that the recognition is not the main priority that affect employees' motivation to work in Local Government Pandeglang.

While, the average value of OCB variable is 3.93 and are in either category means that employees assume that their OCB while working in Local Government Pandeglang own good. When viewed from every dimension, the dimension that has the highest average value is the dimension of "moral citizenship (civic virtue) (Y4)", amounting to 3.95. According to employee perceptions, moral citizenship is the most influential aspect of the OCB. Meanwhile, the dimensions of which have the lowest average value is "sportsmanship (Sportsmanship) (Y5), amounting to 3.87. It shows the employee has not implemented optimally sportsmanship that have an impact on OCB.

## 2) Result of Hypothesis Test

## a) Simple Linear Regression Test Results

Simple linear regression can be written as follows.

$$Y = a + bX_1$$

$$Y = 39.912 + 0,475X_1$$

Based on the regression equation above, can be seen that the constant (a) worth 39.912 and positively pales situational leadership variable (X1) is considered no or equal to 0, then the value of OCB variable (Y) is equal to 39.912. Variable regression coefficient value is equal to 0.475 situational leadership means that any increase in the value of one unit of situational leadership will lead to an increase OCB value of 0.475.

Simple linear regression equation model for hypothesis 2 based on Table 4.16. can be written as follows.

$$Y = a + bX_2$$

$$Y = 37.772 + 0,802X_2$$

Simple linear regression equation model for hypothesis 3 based on Table 4.18. can be written as follows.

$$Y = a + bX_3$$

$$Y = 40.926 + 0,714X_3$$

## b) Multiple Linear Regression Test Results

Fhitung 190.486 value, while the value obtained by the equation  $df_{F_{table}}(n_1) = k-1$  and  $df(n_2) = nk$ , where n is the number of respondents and k is a variable amount of research so that  $df(n_1) = 4-1 = 3$  and  $df(n_2) = 386-4 = 382$ , the obtained value of F table = 2.63. Therefore, it can be seen that the value of  $F > F_{table}$  or  $190.486 > 2.63$  means that  $H_0$  rejected and accepted  $H_A$ . The significant value of the F test (simultaneous test) is 0,000, which means less than 0.05 so it can be concluded that variable of situational leadership, motivation extrinsic and intrinsic motivation simultaneously significant effect on OCB.

Based on the multiple linear regression test results mentioned above, it can be entered into the regression equation as follows.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 19,585 + 0,153X_1 + 0,592X_2 + 0,278X_3$$

From the equation above can be seen that:

(i) Constants (a) worth 19.585 and positively pales situational leadership variable (X1), extrinsic motivation (X2), and intrinsic motivation (X3) did not exist or equal to 0, then the value of OCB variable (Y) is equal to 19.585.

(ii) Variable regression coefficients of situational leadership (X1) is equal to 0,153 means that for every increase in value situational leadership of one unit will cause an increase in the value of OCB (Y) amounted to 0,153 assuming a value of extrinsic and intrinsic motivation remains. The coefficient is positive indicates a positive relationship between situational leadership on OCB.

(iii) Variable regression coefficient value of extrinsic motivation (X2) amounted to 0.592 means that for every increase in the value of the extrinsic motivation of one unit will cause an increase in the value of OCB (Y) of 0.592 assuming a value of situational leadership and intrinsic motivation remains. The coefficient is positive indicates a positive relationship between extrinsic motivation on OCB.

(iv) Variable regression coefficient value of intrinsic motivation (X3) amounted to 0.278 means that for every increase in the value of one unit of intrinsic motivation will lead to an increase in the value of OCB (Y) of 0.278 assuming a value of situational leadership and extrinsic motivation remains. The coefficient is positive indicates a positive relationship between intrinsic motivation on OCB.

The larger the value of R Square, the better the regression model obtained. Based on Table 4.22 above, R-square value was 0.599 means that the independent variable consisted of situational leadership (X1), extrinsic motivation (X2), and intrinsic motivation (X3) influence OCB variable (Y) amounted to 59.9%, while the remaining 40.1% is influenced by other factors outside the model of this study.

## 6) Matrix Analysis Results Correlation between Dimensions

Dimensions variable situational leadership (X1) that most relationships are selling (X1.2) with OCB variable (Y) on altruism dimension (Y1) with a correlation coefficient of 0.312 (has a relationship with the category of "low"). Furthermore, the dimensions of variables extrinsic motivation that most relationship is compensated (X2.3) with OCB variable (Y) on altruism dimension (Y1) with a correlation coefficient of 0.393 (has a relationship with the category of "low"). And lastly, the dimensions of intrinsic motivation variable (X3) that most relationships are the work it self (X3.5) with OCB variable (Y) on altruism dimension (Y1) with a correlation coefficient of 0.374 (has a relationship with the category of "low").

## B. Discussion

## ➤ Effect of Situational Leadership on Organizational Citizenship Behavior

The scale of situational leadership that is used is the scale that was adapted and modified by Manurung and Solihin (researcher) of Manurung Hermanto (2018) is based on the concept of Hersey and Blanchard (in Hermanto, 2018) where there are four dimensions, namely instruction (telling), consulting (selling), participation (participating), and delegation (delegating). Meanwhile, the scale of OCB is based on the concept Manurung and Patty (2018) is based on the concept of organ (in Patty, 2018) which consists of five (5) specific categories of behavior OCB and the contribution of each to the efficiency, ie altruism (altruism), consciousness (awareness), courtesy (politeness), civic virtue (moral citizenship), and sportsmanship (sportsmanship).



The results showed that situational leadership and significant positive effect on OCB thus supporting the hypothesis that had previously been put forward, namely situational leadership and significant positive effect on OCB (H1). Referred to Robbins and Judge (2017: 420). "Leadership as the ability to influence a group toward the achievement of a vision or set of goals". This means that leadership can be a tool to direct the group to the achievement of objectives. In this case the leader demanded not only able to move people but also to create a situation so that there are behaviors that are voluntary for effectiveness and efficiency. In addition, the results also in line with research conducted by Luo and Liu (2014), Hartono, Hamid, and Joseph (2016),

Based on the theory and previous research in both examples above it can be concluded that the research undertaken on the same variable, produces similar findings. Although the object of research is different, but still produced a significant influence between the variables of situational leadership with OCB variable in the public service sector.

Based on the correlation between the dimensions analysis kepemimpinan situational variables with variable dimensions of OCB known that the relationship between the dimensions of offering / selling (selling) with dimensions altruism shows the results of the highest of 0,312. Thus to improve the OCB is good, then the leaders of the institutions that exist in Pandeglang District Local Government should be able to provide offers on a variety of existing job descriptions to employees so that employees are willing to carry out extra duties that exist.

#### ➤ *Extrinsic motivation influence on Organizational Citizenship Behavior*

The scale of extrinsic motivation were used in this study is based on adapted and modified by Manurung and Solihin (researcher) of Manurung Herman (2018) according to the concept that according to Herzberg (in Herman, 2018), where the hygiene factors in the context of the work is (1) quality control, (2) payment, (3) the policy of the company, (4) working conditions, (5) relationships with others, and (6) job security with indicators, namely: (a) Intrinsic Motivation, (b) the security and safety, (c) status, (d) the procedures of the organization), (e) interpersonal relations, (f) working conditions. Meanwhile, based on the concept Manurung OCB and Patty (2018) is based on the concept of organ (in Patty, 2018) which consists of five (5) specific categories of OCB behavior and contribution of each to the efficiency, ie altruism (altruism),

The results showed that extrinsic motivation positive and significant effect on OCB thus supporting the hypothesis that had previously been put forward, namely extrinsic motivation positive and significant impact on OCB (H2). As quoted from Robbins and Judge (2017: 246) "... employees do not always volunteer just because it's a good thing to do; they have to be motivated. A significant part of their motivation comes from an internal desire to contribute, but organisasi can also play an important role by encouraging

and enabling them ... ". This means that employees in doing things that are voluntary to be with their motivation, whether it comes from within the employee or encouragement of the organization. In addition, the results penelitian also in line with research conducted by Finkelstein (2011),

Based on the theory and previous research in the three examples above it can be concluded that the research undertaken on the same variable, produces similar findings. Although the object of research is different, but still produced a significant influence between the variables extrinsic motivation with OCB variable in the public service sector.

Based on the correlation between the dimensions analysis extrinsic motivation variable with variable dimensions of OCB known that the relationship between the dimensions of the dimensional Intrinsic Motivation altruism shows the results of the highest of 0.393. Thus to improve the OCB is good, then the existing agencies in the Local Government issued Pandeglang should be more incentives for various job descriptions are also given to employees so that employees are willing to carry out extra duties with volunteerism.

#### ➤ *Intrinsic Motivation Influence on Organizational Citizenship Behavior*

The scale of intrinsic motivation were used in this study is based on adapted and modified by adapted and modified by Manurung and Nurliza (2017) in accordance with the concept of Herzberg (in Nurliza, 2017), in which the things that can push a motivational factor among others are: achievement (achievement), recognition (recognition), responsibility (responsibility), advancement (progress), and the work it self (the work itself). Meanwhile, OCB is based on the concept Manurung and Patty (2018) is based on the concept of organ (in Patty, 2018) which consists of five (5) specific categories of behavior OCB and the contribution of each to the efficiency, ie altruism (altruism), consciousness (awareness), courtesy (politeness), civic virtue (moral citizenship), and sportsmanship (sportsmanship).

The results showed that intrinsic motivation positive and significant effect on OCB thus supporting the hypothesis that had previously been put forward, namely intrinsic motivation positive and significant impact on OCB (H3). These results are in line with the theories have Herzberg (in Gagne, 2014: 167) Intrinsic motivation is the desire to do something because it results in a satisfying melaksankannya. The satisfaction can be derived from the characteristic related to the nature and content of the work itself, such as the opportunity to achieve, recognition, interesting work, responsibility, and the possibility to grow and advance within the organization. In addition, these results are also consistent with research conducted by Finkelstein (2011), Zabielske, Urbanaviciute and Bagdziuniene (2015) and Verianto (2018),

Based on the theory and previous research in the three examples above it can be concluded that the research undertaken on the same variable, produces similar findings. Although the object of research is different, but still

produced a significant effect between intrinsic motivation variable with OCB variable in the public service sector.

Based on the correlation between the dimensions analysis intrinsic motivation variable with variable dimensions of OCB known that the relationship between the dimensions of the work itself (the work it self) with dimensions altruism shows the results of the highest of 0.374. Thus to improve the OCB is good, then the agency in Pandeglang Regency Regional Government should provide various forms of appreciation or recognition for an employee is given an extra task that employees are willing to carry out extra duties with volunteerism.

➤ *Effect of Situational Leadership, Motivation Extrinsic and Intrinsic Motivation on Organizational Citizenship Behavior.*

Based on the results of this study concluded that the situational leadership, motivation, extrinsic and intrinsic motivation simultaneously positive and significant impact on OCB employee. The results of this study support the hypothesis that previously put forward, namely the situational leadership, motivation, extrinsic and intrinsic motivation simultaneously positive and significant impact on OCB pegawai (H4). Therefore, it can be concluded also that the quality of situational leadership, motivation, extrinsic and intrinsic motivation are variables strongly influence the OCB employees in Local Government Pandeglang. The results of this study are also consistent with research conducted by Suharyono and Adi (2013).

The magnitude of the effect of these three independent variable to variable OCB shows a figure large enough so that the amount is large enough also to improve the OCB. If your boss / leader implementing effective situational leadership, and supported by a good extrinsic motivation, as well as a strong intrinsic motivation then so will increase the OCB employee and ultimately organizational goals can be achieved with good.

The results are consistent with what is stated by Robbins and Judge (2017: 124) states "... 18 countries suggests that managers reciprocate employees' OCB with trusting behaviors of Reviews their own. Individuals who feel Reviews their coworkers Also support them are more Likely to engage in behaviors helpfull than Reviews those who have antagonistic coworker relationships. Personality matters, too. Individuals with certain personality traits (agreeableness and conscientiousness, are more satisfied with Reviews their work, the which in turn leads them to engage in more OCB. Finally, individuals who receive positive feedback on their OCB from their peers are more Likely to continue Reviews their citizenship activities. .. ". this means that employers establish OCB employee with trust themselves employee behavior itself. Employees who have close relations with their co-workers are also more likely to engage in mutually helping behavior than those who have a hostile relationship coworkers. Then, the personality factor also becomes important, employees with certain personality traits (suitability and consciousness) are more satisfied with their jobs, which in turn directs them to improve the OCB.

Finally, employees who have received positive feedback on the OCB other employees, are also practice such behavior. that eventually leads them to increase OCB. Finally, employees who have received positive feedback on the OCB other employees, are also practice such behavior. that eventually leads them to increase OCB. Finally, employees who have received positive feedback on the OCB other employees, are also practice such behavior.

From the theory mentioned earlier, can be described that OCB is closely related to the situational leadership as reflected in the behavior of the leadership represented by the dimensions of instructions (telling), consulting (selling), participation (participating), and delegation (delegating). Extrinsic motivation is represented by the dimensions of Intrinsic Motivation , security and safety, status, organizational procedures, interpersonal relations, and working conditions. as well as intrinsic motivation latter represented by the dimensions of achievement (achievement), recognition (recognition), responsibility (responsibility), advancement (progress), and the work it self (the work itself). If all these things are appropriately implemented by the organization, it will be ensured that the OCB employee will increase.

*C. Managerial Implications*

Based on the research that has been done, gained managerial implications that are applicable so that it can be input to the organization in order to improve or increase the OCB at ASN employees in Local Government Pandeglang, namely:

The organization's management should give particular attention carefully and ensure the implementation of an effective situational leadership, extrinsic motivation is high and a strong intrinsic motivation together in order to improve or increase the employee OCB ASN.

The organization's management provides the opportunity for employees to discuss any problems that arise in their work unit and involving employees in decision making. In addition, the organization tells constraints and organizational challenges that the awareness of the employees to participate in providing better performance as an effort to fulfill the effectiveness in achieving the goals and objectives of the organization.

The organization's management prepare standard operating procedure (SOP) as a guideline for employees at work which, through standardized work procedures to support the elements of openness to all employees. Then, have the employee data do extra work and make adjustments in incentives based on the load and working conditions carried out so that employees feel their fearness in a work process and increase the sense of willingness in carrying out extra duties.

Management of the organization ensure that any any excess job description tailored to the interests and abilities of employees, so employees to exercise it with full compliance and challenged to complete these tasks.

## V. CONCLUSIONS, LIMITATIONS, AND SUGESTIONS

### A. Conclusion

Based on the results of research on the influence of situational leadership, motivation extrinsic and intrinsic motivation on employee OCB Local Government Pandeglang, then a number of conclusions as follows.

- Situational leadership is partially positive and significant impact on OCB employee. This shows that the better situational leadership on intansi, the OCB will also increase.
- Extrinsic motivation is partially positive and significant impact on OCB employee to prove that the stronger the extrinsic motivation felt by the employee, then the employee OCB also increased.
- Intrinsic motivation partially influence on OCB employees so that shows that the better the intrinsic motivation owned by employees, the OCB employee also increased.
- Situational leadership, motivation extrinsic and intrinsic motivation simultaneously positive and significant impact on OCB employee. This suggests that improving or implementing effective situational leadership, and reinforce extrinsic motivation and encourage intrinsic motivation felt by employees, it will cause an increase in the OCB in Local Government Pandeglang.

### B. Research Limitations

This study has several limitations, including:

- Factors that influence OCB employee in this study consists of three variables, namely the situational leadership, motivation, extrinsic and intrinsic motivation, while there are many other factors that influence employee OCB.
- This type of research is only used quantitative approach that aims to describe the characteristics of a situation or object of research conducted through data collection and analysis of quantitative data and statistical testing.

### C. Suggestion

According to the research conducted, the researchers put forward various suggestions. These suggestions would be useful to the organization where researchers conducting research and development of scientific studies for the continuation of the same field of study.

#### ➤ Theoretical

In theory, this research supports the factors that affect employee OCB. This research can be developed and extended to a deeper understanding and integrated, both internal and external factors that contribute greatly to determine the attitudes and behaviors that impact for the improvement of employee OCB.

The theoretical suggestions related to the conclusion and limitations of the study above are as follows.

- Need to do more research related variables influence of situational leadership, motivation extrinsic and intrinsic motivation on OCB based employee status.

- Need to do more research related variables influence of situational leadership, motivation extrinsic and intrinsic motivation on OCB employee at the level of the Provincial Government and the Central Government.
- Further research is needed to determine the factors that affect the OCB in Local Government Pandeglang.
- Approach with a qualitative research method should be tried as an alternative method with the same research theme.

#### ➤ Practical

From the research, discussion, and the conclusion, researchers gave practical suggestions as follows.

- The organization's management should give particular attention carefully and ensure the implementation of an effective situational leadership, motivation high extrinsic and intrinsic motivation are strong together.
- The organization's management provides the opportunity for employees to discuss any problems that arise in their work unit and involving employees in decision making. In addition, the organization tells limitations organization.
- The organization's management has employee data do extra work and make adjustments in incentives based on the load and the condition of the work done.
- Management of the organization ensure that any any excess job description tailored to the interests and abilities of employees.

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