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**THE ROLE OF JOB SATISFACTION MEDIATE THE INFLUENCE OF  
SITUATIONAL LEADERSHIP AND CAREER DEVELOPMENT ON  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF BLU EMPLOYEES BUSINESS  
CAPITAL MANAGEMENT INSTITUTIONS MARINE AND FISHERIES (LPMUKP)**

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**Abstract:** This study aims to analyze the role of job satisfaction in mediating the influence of situational leadership and career development on organizational citizenship behavior (OCB) of BLU employees of the Marine and Fisheries Business Capital Management Institution (LPMUKP). This research was conducted from September 2019 to March 2020 at BLU LPMUKP. The research method used a quantitative approach, the population in this study were all BLU LPMUKP employees totaling 294 employees consisting of permanent and temporary employees. The sample used in this study were permanent employees of 81 respondents using saturated sampling technique. The data collection techniques using interviews and questionnaire instruments. Data were analyzed using structural equation modeling (SEM) with the *Smart PLS 3.2.7* software program. The results of this study indicate that situational leadership and career development have a positive and significant effect on organizational citizenship behavior. Meanwhile, job satisfaction is no more effective in mediating situational leadership and career development on organizational citizenship behavior as without mediation of situational leadership and career development would greatly affect organizational citizenship behavior in BLU LPMUKP.

**Keywords:** Situational Leadership, Career Development, Job Satisfaction, Organizational Citizenship Behavior.

## INTRODUCTION

The Marine and Fisheries Business Capital Management Institution (LPMUKP) is a working unit under the Secretariat General of the Ministry of Marine Affairs and Fisheries (KKP) which was formed on September 20, 2009 and is tasked with implementing a revolving fund management that supports micro, small, and medium enterprises in the sector both marine and fisheries. LPMUKP aims to provide and develop access of loans or financing to strengthen business capital for fishermen, fish cultivators, salt farmers, fishery product processors and marketers, as well as coastal community businesses, it is necessary to increase the efficiency and effectiveness of revolving fund management through an Effective and Efficient Distribution Pattern. Therefore, LPMUKP requires reliable human resources who have the potential and loyalty and high dedication.

Human resources in an organization have a very important role because without the support of good human resources an organization will face problems in achieving goals. An organization should see humans no longer as a burden but an asset to the organization. If this can be achieved, a good relationship and synergy could be created between the leaders and employees in the organization.

Based on the results of interviews with two interviewers, namely the Head of the Human Resources Division and the the Head of the Planning Division, it was explained that as part of a government agency, employees at BLU LPMUKP have a work attitude that tends to only fulfill their main duties, there is no effort to provide more results or a voluntary attitude. at work. The voluntary attitude of employees in providing work results is more influential for the progress of BLU LPMUKP. The phenomenon that occurs at BLU LPMUKP is that there are several employees who use their time to open social media or play games on computers or cellphones during working hours. In addition, during working hours, there are several employees who take advantage of their working time to go out to buy food or drinks that should be done during recess. There are also some employees who take breaks beyond the specified time. Of course this greatly reduces the effectiveness and contribution of employees to the organization. Because employee contribution has an important role in an organization. Another phenomenon that occurs is the lack of awareness of employees in helping colleagues. Employees are more focused on personal work, whereas when other colleagues have more work, they are less concerned about it. So that team work that should be completed quickly takes longer. According to the two sources, the weak voluntary behavior of employees is due to employee dissatisfaction with the organization. As an institution that assists the Ministry of Marine Affairs and Fisheries (KKP), BLU LPMUKP still has a compensation and benefits system that is different from the KKP, causing dissatisfaction among employees. Employees feel that the salary given is not in accordance with the workload, there are no promotion opportunities for employees who have achievements, and lack of facilities that can support the activities at BLU LPMUKP.

Responding to the low voluntary attitude due to dissatisfaction, according to the informants, leadership roles are needed to align various needs and also to create a conducive work situation. In addition, it can encourage employees to behave in accordance with the set organizational goals. Leadership is an important factor in fostering employee morale and can foster an attitude of willingness to do more things outside of their formal responsibilities. Indeed, effective leadership behavior is one of the keys to make succesful leader. Leadership must be possessed by a superior role who can provide intellectual and inspirational stimulation

for his subordinates so that subordinates are motivated to be more advanced, productive, and innovative. The application of situational leadership styles in terms of employee maturity is not the same between one employee and another. Whereas, in the organization there are high, medium, and low employee maturity levels. From the employee maturity level, the leader's behavior in dealing with employee maturity can be explained as follows. In dealing with subordinates who have relatively low maturity (usually new employees) the leader should be more likely to provide direction, guidance, and supervise the implementation of subordinates' work. And conversely, leaders in dealing with subordinates who have a relatively high level of maturity, leaders should tend to include and delegate tasks assigned to their subordinates. With the suitability of the leadership style and maturity level of the subordinates, it is hoped that it can encourage the desired employee morale.

The interviewees also said that apart from the leadership pattern, He also realized that LPMUKP had not yet focused on employee's career development. This career development is very important, that is where every worker in carrying out their respective jobs will be very interested that one day they will be placed at the highest level of position, material or non-material, on the other hand the organization can achieve its goals because every worker will see their potential to be promoted to a higher level. The interviewees considered that employees did not have clear career goals because the career management in LPMUKP was not good enough as that employees felt that they were not equipped with sufficient competence and knowledge for their career advancement. The overall results of this interview can be seen that the main problem is low OCB due to employee dissatisfaction.

Previous research also found a link to these problems. Hidayati's research found the influence of situational leadership on job satisfaction [1]. Jusuf's research, et al. Found that there was a significant influence between career development and job satisfaction [2]. Mattalatta's research found an influence of situational leadership on OCB [3]. Oktariyani's research found that there was a positive and significant influence between career development on OCB [4]. Meanwhile, Ferit's research shows that leadership does not have a significant effect on employee OCB [5] and in Kusumo's research, career development has no effect on OCB [6], so there is a research gap here that can trigger the emergence of mediating variables. Where the mediation used in this study is job satisfaction, according to Hartono, the better a leader applies situational leadership to employees, the more employee satisfaction increases [7] and good career development, it will also be able to generate positive feelings towards the organization, based on positive feelings, employees will feel job satisfaction Colquitt, LePine, Wesson [8]. This will affect OCB. This statement is supported by research by Yunanto et al. That job satisfaction as a mediation has a positive and significant effect on OCB [9].

Furthermore, a Pre-Research Survey was carried out on 30 respondents, namely permanent BLU LPMUKP employees, the resulting data was that on organizational citizenship behavior, there were employees who did not have OCB attitudes towards employees who were unwilling to help colleagues who had excessive workloads and were not easy to adjust to change. organizational policy. In situational leadership, there are employees who do not agree with superiors and subordinates to be responsible for the tasks and decisions that have been decided and employees do not agree that directions are only given to subordinates if the tasks are deemed unfinished. Then the career development at BLU LPMUKP is also still very low, seen from the results of the employee survey answering that they do not agree that there are clear career goals in the organization and can develop both career and knowledge about their

current work in the organization. On job satisfaction, employees also answered that they did not agree with the level of responsibility given and regarding the current status of the organization.

The description above shows that situational leadership and career development that are not optimal will lead to low job satisfaction, this factor which ultimately can affect the attitude of organizational citizenship behavior of employees towards the organization. Based on this background, researchers are interested in conducting research related to "The Role of Job Satisfaction Mediating the Influence of Situational Leadership and Career Development on the Organizational Citizenship Behavior of Employees at the Institute for Marine and Fisheries Business Capital Management (LPMUKP)".

## LITERATURE REVIEW

### Situational Leadership

According to Hersey & Blanchard in Gibson, Ivancevich, Donnelly, & Konospaske, situational leadership emphasizes followers and their level of maturity. The leader must really assess or intuitively know the level of maturity of the followers and then use a leadership style that matches the level [10]. Robbins & Judge states that successful leadership is influenced by choosing the right leadership style and depends on the readiness of its followers, or the extent to which they are willing and able to complete certain tasks [11]. According to Hersey & Blanchard there are four dimensions of situational leadership, namely telling / directing, selling. / coaching, participating, delegating [10].

### Career Development

According to Rivai in Katidjan et al, career development is the process of increasing the individual work ability achieved in order to achieve the desired career [12]. According to Dessler, he explained that career development is a series of life long activities that contribute to the exploration, formation, success, and fulfillment of one's career. Career development for employees needs to be given because an employee working in an organization not only wants to get the position he has reached now, but also expects changes, advancement and opportunities given to him to advance to a higher and better level [13]. According to Rivai in Katidjan et al, there are two dimensions of career development, namely Career Management and Career Planning [12].

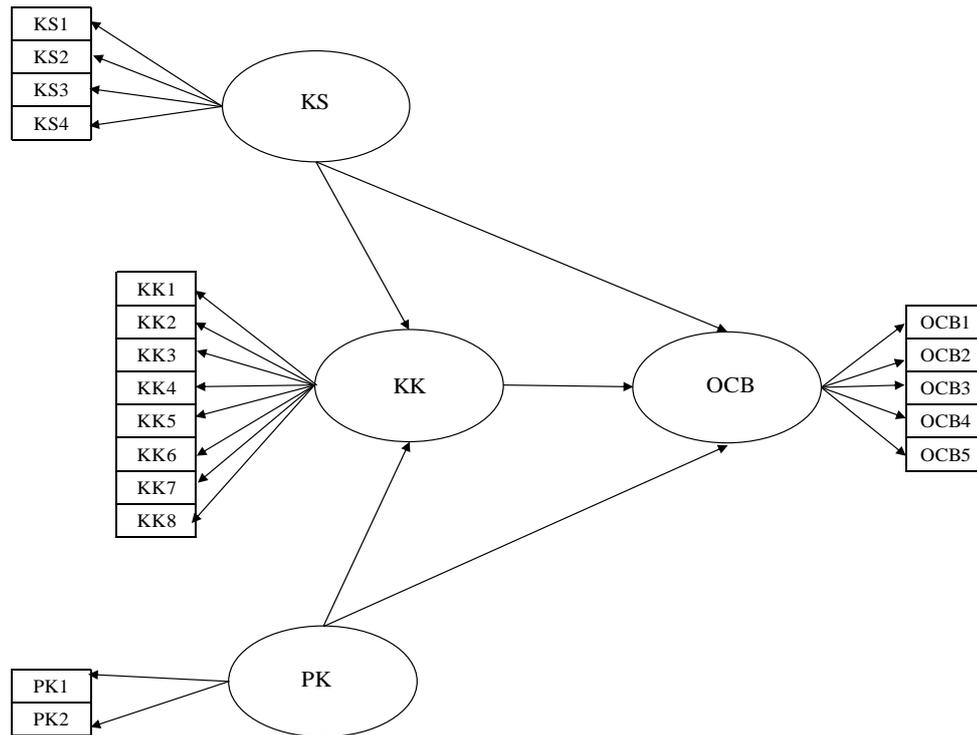
### Job satisfaction

According to Colquitt, LePine, Wesson, job satisfaction is a pleasant emotional state that results from appraising a person's job or work experience. In other words, job satisfaction describes how employees feel about their jobs and what employees think about their jobs. Employees with high job satisfaction experience positive feelings when thinking about their assignment or taking part in task activities. Employees with low job satisfaction experience negative feelings when thinking about their assignments or taking part in their task activities [8]. According to Robbins and Judge, job satisfaction is a general attitude of an individual towards his job. Work demands interaction with colleagues and superiors, following organizational rules and policies, meeting performance standards, living in work conditions that are often less than ideal, and other similar things. This means the assessment (assessment) of an employee on his or her satisfaction with the job [13]. According to Colquitt, LePine, and Wesson, there are eight dimensions, namely salary satisfaction, promotion, boss, coworkers, job itself, altruism, status, and environment [8].

## Organizational Citizenship Behavior

According to Organ, organizational citizenship behavior is the behavior which is freely chosen by individuals where it is not directly or explicitly recognized in the formal reward system and aggregately increases the effectiveness of organizational functions. By discretionary, we mean that OCB is not something that is done because of the requirements in the job description [14]. According to Shanker's internal organs, there are five dimensions of OCB, namely altruism, conscientiousness, civic virtue, courtesy, and sportsmanship [15].

The Research Conceptual Framework Model is described as follow :



**Fig 1. Model of Research**

## Hypothesis

Hypothesis 1: Situational leadership has a positive and significant effect on organizational citizenship behavior (OCB).

Hypothesis 2: Situational leadership has a positive and significant effect on job satisfaction.

Hypothesis 3: Career development has a positive and significant effect on organizational citizenship behavior (OCB).

Hypothesis 4: Career development has a positive and significant effect on job satisfaction.

Hypothesis 5: Job Satisfaction has a positive and significant effect on organizational citizenship

behavior (OCB).

Hypothesis 6: Job satisfaction as a mediator variable has a positive and significant effect between

situational leadership on organizational citizenship behavior (OCB).

Hypothesis 7: Job satisfaction as a mediator variable has a positive and significant effect between

Career development towards organizational citizenship behavior (OCB).

## RESEARCH METHOD

The method used in this research is a descriptive method with a quantitative approach and a causal research method. The object of this research is the BLU LPMUKP employees. The population in this study were all BLU LPMUKP employees totaling 294 employees consisting of permanent and non-permanent employees. The sample used in this study were all permanent employees as many as 81 respondents so that the sampling technique used was saturated sampling technique. Data collection techniques using interviews and questionnaire instruments. Data were analyzed using structural equation modeling (SEM) with the *SmartPLS (Partial Least Square) 3.2.7* software program.

## RESULT AND DISCUSSION

### Distribution Frequence

Based on the results of the questionnaire, 71.6% were obtained by men, while 28.4% for women. In terms of age, it was found that the majority of employees at BLU LPMUKP were productive, namely 20-30 years old as much as 42.0%, for those over 30 to 40 years old as much as 39.5%, aged 40 to 50 years old as much as 13.6% and the rest 4.9% who are over 50 years old. Whereas for education, the majority of employees at BLU LPMUKP have an education level of Bachelor/ D4, which is 84.0%, employees with an education level of D1 / D2 / D3 are 8.6% and the remaining 7.4% of employees have a Masters education level. Based on the working period, it is found that the majority of employees at BLU LPMUKP have worked for a period of 1 to 3 years as many as 77.8%, those who have worked 3 to 5 years are 8.6%, employees who have worked for more than 5 years are 13, 6%,

### Evaluate the Outer Model

According to Ghozali & Latan, an indicator is considered to have a high level of validity if it has a loading factor value greater than 0.70. However, the loading factor of 0.50 to 0.60 is still acceptable [12]. The loading factor value used in this study is > 0.7 as such if the loading factor value is < 0.7 in the calculation result of the measurement model (outer model), it will be removed from the model and recalculated in the measurement model (outer model).

**Table 1. Convergent Validity**

Variable	Indicator	Outer Loading	Variabel	Indicator	Outer Loading
Situational Leadership (X1)	KS1	0,813	Career Development (X2)	PK1	0,895
	KS2	0,758		PK2	0,917
	KS3	0,763		PK3	0,877
	KS4	0,728		PK4	0,854
	KS5	0,855		PK5	0,859
	KS6	0,775		PK6	0,893
	KS7	0,819			
	KS8	0,770			
	KS9	0,850			
	KS10	0,818			
	KS11	0,817			
	KS12	0,858			
	KS13	0,746			
	KS14	0,811			
	KS15	0,807			
	KS16	0,794			
Variable	Indicator	Outer Loading	Variable	Indicator	Outer Loading
Job Satisfaction (Xmed)	KK1	0,729	OCB (Y)	OCB1	0,743
	KK2	0,821		OCB2	0,815
	KK3	0,734		OCB3	0,837
	KK4	0,720		OCB4	0,867
	KK5	0,837		OCB5	0,816
	KK6	0,833		OCB6	0,784
	KK7	0,831		OCB7	0,708
	KK8	0,806		OCB8	0,717
	KK9	0,823		OCB9	0,733
	KK10	0,762		OCB10	0,788
	KK11	0,786		OCB11	0,893
	KK12	0,782		OCB12	0,849
	KK13	0,725		OCB13	0,863
	KK14	0,781		OCB14	0,783
	KK15	0,793		OCB15	0,837
	KK16	0,769			

Based on the table above, it shows that all indicators on the variable organizational citizenship behavior (OCB) each of it has a factor loading > 0.70, which means that all indicators are valid and are still used in the model or not excluded from the model. Furthermore, the discriminant validity test was carried out based on the results of cross loading and it was declared valid.

**Table 2. Discriminant Validity**

Variable	Indicator	SL	CD	JS	OCB	Variabel	Indicator	SL	CD	JS	OCB
Situational Leadership (X1)	KS1	<b>0,813</b>	0,633	0,742	0,662	Career Development (X2)	PK1	0,573	<b>0,895</b>	0,68	0,583
	KS2	<b>0,758</b>	0,488	0,644	0,513		PK2	0,641	<b>0,917</b>	0,703	0,681
	KS3	<b>0,763</b>	0,587	0,648	0,630		PK3	0,538	<b>0,877</b>	0,627	0,644
	KS4	<b>0,728</b>	0,453	0,535	0,584		PK4	0,447	<b>0,854</b>	0,577	0,444
	KS5	<b>0,855</b>	0,510	0,703	0,619		PK5	0,610	<b>0,859</b>	0,689	0,735
	KS6	<b>0,775</b>	0,539	0,650	0,529		PK6	0,647	<b>0,893</b>	0,712	0,756
	KS7	<b>0,819</b>	0,532	0,689	0,522						
	KS8	<b>0,770</b>	0,508	0,627	0,629						
	KS9	<b>0,850</b>	0,541	0,645	0,633						
	KS10	<b>0,818</b>	0,524	0,695	0,626						
	KS11	<b>0,817</b>	0,541	0,675	0,622						
	KS12	<b>0,858</b>	0,512	0,641	0,667						
	KS13	<b>0,746</b>	0,556	0,573	0,649						
	KS14	<b>0,811</b>	0,449	0,595	0,660						
	KS15	<b>0,807</b>	0,517	0,672	0,669						
	KS16	<b>0,794</b>	0,544	0,594	0,557						
Variable	Indicator	SL	CD	JS	OCB	Variabel	Indicator	SL	CD	JS	OCB
Job Satisfaction (Xmed)	KK1	0,612	0,538	<b>0,729</b>	0,480	OCB (Y)	OCB1	0,607	0,606	0,712	<b>0,743</b>
	KK2	0,606	0,613	<b>0,821</b>	0,589		OCB2	0,647	0,645	0,783	<b>0,815</b>
	KK3	0,586	0,692	<b>0,734</b>	0,485		OCB3	0,686	0,727	0,719	<b>0,837</b>
	KK4	0,547	0,640	<b>0,720</b>	0,484		OCB4	0,697	0,560	0,682	<b>0,867</b>
	KK5	0,704	0,690	<b>0,837</b>	0,685		OCB5	0,701	0,648	0,689	<b>0,816</b>
	KK6	0,735	0,623	<b>0,833</b>	0,693		OCB6	0,569	0,552	0,562	<b>0,784</b>
	KK7	0,700	0,584	<b>0,831</b>	0,692		OCB7	0,425	0,472	0,446	<b>0,708</b>
	KK8	0,592	0,617	<b>0,806</b>	0,761		OCB8	0,467	0,433	0,480	<b>0,717</b>
	KK9	0,674	0,591	<b>0,823</b>	0,684		OCB9	0,436	0,408	0,477	<b>0,733</b>
	KK10	0,618	0,487	<b>0,762</b>	0,563		OCB10	0,574	0,480	0,562	<b>0,788</b>
	KK11	0,651	0,515	<b>0,786</b>	0,735		OCB11	0,661	0,668	0,701	<b>0,893</b>
	KK12	0,683	0,620	<b>0,782</b>	0,770		OCB12	0,638	0,588	0,713	<b>0,849</b>
	KK13	0,571	0,541	<b>0,725</b>	0,728		OCB13	0,682	0,661	0,746	<b>0,863</b>
	KK14	0,609	0,662	<b>0,781</b>	0,635		OCB14	0,651	0,653	0,612	<b>0,783</b>
	KK15	0,615	0,576	<b>0,793</b>	0,553		OCB15	0,655	0,651	0,787	<b>0,837</b>
	KK16	0,621	0,514	<b>0,769</b>	0,605						

Furthermore, a reliability test was carried out based on composite reliability and cronbach's alpha with each condition found above on 0.70, therefor the instrument would be considered as reliable source.

Variable	Composite Reliability	Cronbach's Alpha
Kepemimpinan Situasional (X1)	0,966	0,962
Pengembangan karir (X2)	0,955	0,943
Kepuasan Kerja (Xmed)	0,962	0,958
<i>Organizational Citizenship Behavior</i> (Y)	0,965	0,961

### Inner Model Evaluation

The first stage is to test the coefficient which is determined by looking at the value of R Square, whereas Ghozali & Latan classifies the R-Square value of 0.75; 0.50; 0.25 which is the strong, moderate, and weak model [12].

Variable	R Square
Job Satisfaction (Xmed)	0,744
OCB (Y)	0,725

These results can be concluded that the variables of situational leadership and career development affect job satisfaction and OCB moderately. Furthermore, the Goodness of Fit Index (GoF) test is carried out,

$$\begin{aligned}
 \text{GoF Index} &= \sqrt{(\text{AVE} \times R^2)} \\
 &= \sqrt{(0,670 \times 0,735)} \\
 &= \sqrt{0,492} \\
 &= 0,702
 \end{aligned}$$

Information :

$$\text{AVE} = (0,615+0,639+0,647+0,799)/4 = 0,670$$

$$\text{R square} = (0,744+0,725) / 2 = 0,735$$

The results of the calculation of the GoF Index value are considered good because the value is more than 0.36. Then the last one is to test the hypothesis, where the t table value is 1.99125 with a significance level is ( $\alpha$ ) of 0.05.

Tabel 5. Path Coefficients			
Construct Correlation	Original Sampel	T Statistics	P-Value
<b>Direct</b>			
Situasional Leadership => OCB	0,269	2,068	0,039
Situasional Leadership => Job Satisfaction	0,548	5,872	0
Career Development => OCB	0,249	2,374	0,018
Career Development => Job Satisfaction	0,396	4,038	0
Job Satisfaction => OCB	0,411	3,486	0,001
<b>Indirect</b>			
Situasional Leadership => Job Satisfaction => OCB	0,225	2,563	0,011
Career Development => Job Satisfaction => OCB	0,163	2,942	0,003
<b>Total</b>			
Situasional Leadership => OCB	0,494	4,678	0
Career Development => OCB	0,411	4,388	0

The results showed that the direct influence of situational leadership has a positive and significant effect on OCB. This is in line with previous research conducted by Mattalatta [3]. Situational leadership also has a positive and significant effect on job satisfaction, this is in line with Hidayati's research [1]. The influence of situational leadership on OCB through job satisfaction as a mediating variable affects positively and significantly. However, from the research results, the direct influence of situational leadership on OCB is stronger than the indirect effect by using job satisfaction as mediation. Because without mediation the situational leadership has greatly influenced OCB. In this case, job satisfaction is not more effectively used as a mediating variable.

The results also show that there is a positive and significant influence between career development on OCB in line with Oktariyani's research [4], therefore if career development in an organization is good it can trigger the growth of OCB because with a good career development system which is carried out by an organization. It will also be able to provide motivation and great enthusiasm in the organization where the employee works. In addition, career development shows positive and significant results on job satisfaction, this is in line with the research of Jusuf et al. [2] If career development is good, it will also be able to generate positive feelings towards the organization, based on positive feelings, employees will feel job satisfaction. The influence of career development on OCB through job satisfaction as a mediating variable affects positively and significantly. However, from the research results, the direct effect of career development on OCB is stronger than the indirect effect by using mediatio of. job satisfaction. If there was no mediation career development, it would greatly affect OCB. In this case, job satisfaction is not more effectively used as a mediating variable.

## CONCLUSION

The results showed that the direct influence of situational leadership on OCB is more effective than the direct effect of career development on OCB. In addition, the result of direct influence of both situational leadership and career development show more effective than indirect effects, this means that job satisfaction is not more effective in mediating between situational leadership and career development on organizational citizenship behavior.

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