



Implementation of Organizational Citizenship Behavior (OCB) and Emotional Exhaustion: Analysis of Leadership and Self Efficacy in Private Employees in the City of Padang

Menhard Menhard^{1*}, Chintya Ones Charli² Rahmadani Hidayat³ Ariyanto Masnum⁴ Budi Hartoyo⁵

¹STIE Mahaputra Riau, Indonesia, email: menhard1967@gmail.com

²Universitas Putra Indonesia YPTK, Padang, Indonesia, email: chintyaonescharli@upiyptk.ac.id

³STIE Mahaputra Riau, Indonesia, email: rahmadanihidayat83@gmail.com

⁴Institut Administrasi dan Kesehatan Setih Setio, Jambi, Indonesia, email: ariyanto30484@gmail.com

⁵STIE ITMI Medan, Indonesia, email: boedi.1912@gmail.com

*Corresponding Author: Menhard Menhard

Abstract: This study aims to analyze the role of emotional exhaustion on Organizational Citizenship Behaviour (OCB) with leadership and self efficacy as independent variables. The population in this study was private employees in the city of Padang. To determine the sample, the use of Maximum Likelihood estimate is used which requires a total sample of 100-200 samples, the researcher will take a sample of 100-200 private employees in the city of Padang. The analysis method used is Analysis on SEM-PLS. The results of this study show that there is a significant influence of each variable of Leadership and self Efficacy on Emotional Fatigue, a significant influence of Leadership and self Efficacy on Organizational Citizenship Behaviour (OCB). This research model uses 4 variables and applies the concept of intervening. Where in this study analyzed with SEM-PLS. This research proves that leadership and self efficacy affect Organizational Citizenship Behaviour (OCB) with emotional fatigue as an intervening variable.

Keywords: Organizational Citizenship Behaviour (OCB), Emotional Fatigue, Leadership, Self Efficacy

INTRODUCTION

Since employees are strategic resources and the backbone of the organization, their performance will be influenced by the way they carry out their work. According to (Fauth, R., Bevan, S., & Mills, 2009), an organization relies on the ideas, creativity, and innovation of its employees. The success of a company depends on the ideas, creativity, and innovation of its people. The success and longevity of an organization will be largely determined by the willingness of its employees to not only carry out their main responsibilities, but also to be good employees (good *zicthen*) in the organization suatu a company will mainly be determined

by the willingness of its workers to not only perform their main responsibilities, but also to become excellent employees (good *ziticen*) within the company (Mark'oczy, L., & Xin, 2004).

Over the past three decades, the attention of academics and practitioners to further examine the notion of organizational *citizenship* behavior (OCB) has increased, particularly in the field of organizational behavior (Takeuchi et al., 2015). In the organizational behavior literature states that OCB is a valuable managerial tool for organizations, having a positive effect on the performance of individuals, groups, and organizations if managed correctly (Chiaburu et al., 2011). According to (Organ, 2015), OCB as an employee's willingness to take on a role that exceeds their main role in an organization, so it is referred to as *extra-role* behavior. The success of an organization if the members are not only doing their main tasks, but also willing to do extra tasks, such as the willingness to cooperate, help each other, provide input, play an active role, provide extra service, and are willing to make effective use of Robin's work time in (Hartini. et al., 2021). Further, (Turnipseed & Rassuli, 2005) reveals that OCB as an extra behavior of someone favorable to the organization. OCB is also a unique aspect of an individual's activity at work (Hui et al., 2000) and is a habit or behavior that is carried out voluntarily, is not part of formal work, and is indirectly recognized by the reward system. Therefore, OCB is known to improve the effectiveness, efficiency, and performance of an organization (Philip M. Podsakoff, Scott B. MacKenzie, Julie Beth Paine, 2022).

In improving organizational citizenship behavior (OCB), it is necessary to pay attention to the emotional exhaustion of employees. Sources of fatigue can come from long working hours, lack of work and employee safety, inadequate staff, materials, equipment and others, politics as well as economic problems such as low prestige can lead to a decrease in employee Job Satisfaction and consequently fatigue (Yuks el-Kacan et al., 2016). Emotional exhaustion can lead to laziness to go to work, resentment, anger, feelings of guilt and failure, discouragement and ignoring. In addition, burnout has many negative effects on organizations and individuals. Cynicism, employment dissatisfaction, low organizational commitment, and quitting work can be mentioned among the most important effects on the organization (Ghorpade et al., 2007).

Several other factors that cause employee emotional exhaustion, are grouped into organizational and individual factors. Individual factors of work conflict work pressure and overload in work (Witt et al., 2004) While organizational factors are, Leadership that plays a role in creating low stress, high performance satisfaction and commitment (Avolio et al., 2004). Employees who have emotional burnout, often feel less needed in the organization, lose self-confidence, and are less energized at work (Moore, 2000). This, of course, will make employees feel easily anxious and will eventually cause frustration (Babakus et al., 1999). Employees who feel anxious will affect the Organizational Citizenship Behaviour (OCB) at work (Malahayati et al., 2021). Organizational Citizenship Behaviour (OCB) and emotional anxiety can also be influenced by leadership (Kartini & Rustanto, 2018), (Purborini & NRH, 2016). Furthermore, several studies also explain that *Self Efficacy* affects Organizational Citizenship Behaviour (OCB) and emotional anxiety (Muis et al., 2018), (Kurniawati et al., 2022).

Organizational citizenship behavior (OCB) is employee behavior that contributes more than the demands of his job, while job satisfaction is a positive emotional state derived from the assessment of a person's job or work experience (Kaswan, 2021). *Organizational citizenship behaviour* (OCB) is important for the success and continuity of the company, so OCB needs to be raised and improved. Job satisfaction is an employee's perception of their work, therefore a person's job satisfaction will be different from others. Job satisfaction can be described by many indicators, such as salary appropriateness, work facilities, relationships

with colleagues, employee opportunities to advance, supervision by the leadership and also the work itself (Elisabeth Glorita Luisa Dos Santos Belo, I Gede Riana, 2019); (Primary & Wardani, 2018).

Emotional exhaustion is a chronic state of physical and emotional depletion resulting from overwork and/or personal demands and ongoing stress (Wright & Cropanzano, 1998). Work fatigue is a type of stress that many people who work in services such as nurses, transportation, police, education and so on (Schuler & Jackson, 2007). Researchers argue that emotional fatigue is a key component of fatigue, and has emerged as a central variable for understanding the burnout process (O'Neill & Xiao, 2010). It can be assumed that emotionally exhausted employees will feel more tired, spend less effort at work, and will not help others (Mulki et al., 2006). Emotional fatigue has a significant effect on Job Satisfaction (Santika & Ratnawati, 2002). Several studies have concluded that emotional fatigue affects Job Satisfaction (Churiyah, 2011), also affects Job Satisfaction (Karatepe & Tekinkus, 2006).

Leadership is the process by which a person influences others to achieve goals and directs them in a more cohesive and coherent way (Sharma & Jain, 2013). Leadership can be defined as the process by which an individual influences a group to achieve a common goal (Northouse, 2007). Leadership, is the way the leader communicates generally and relates to people, the way in which the leader motivates and trains subordinates and the way the leader gives direction to his team to carry out their duties (Gharibvand, 2012). Leadership has a direct influence on attitudes such as job satisfaction and organizational commitment (Palupi et al., 2017), and also affects emotional burnout (Vem et al., 2017); (Muis et al., 2018) and (Shanafelt et al., 2015).

Self-efficacy as an individual's beliefs about his ability to direct the motivations, cognitive resources and actions necessary in carrying out his work (Rose et al., 2009). *Self-efficacy* is an employee's confidence in his capacity to achieve success at work and his responsibilities (Kilapong, 2013). *Self-efficacy* is an aspect of the self that is generally related to endurance (Salanova et al., 2006) and the ability to achieve goals (Neve et al., 2015), to meet demands motivated by challenges, efforts, as well as perseverance to face obstacles, to trigger employee satisfaction (Luthans & Youssef, 2007). *Self-efficacy* is measured by attitudes (eg: extraversion, emotional stability) i.e. actions at the cognitive level, and states (ie: self-esteem, optimism, and expectations) that are proactive attitudes. These things can affect the perception and interpretation of a situation and how a person will react (Mastenbroek et al., 2014). The environmental perception of adaptable resilient individuals is variable, depending on the degree of *self-efficacy*, since they are nourished by environmental factors so that the individual tends to engage in his work and do it well (Bandura, 2009). *Self-efficacy* contributes to effective performance and promotes personal well-being by encouraging regulatory goals and commitments, persistent effort, perseverance, tenacity, stress reduction, and depression (Bandura, 2016). *Self-efficacy* will cause high Job Satisfaction as well (Dewi & Dewi, 2015), and is supported by research results that state that high *self-efficacy* can increase Job Satisfaction (Lai & Chen, 2012). Several other studies have concluded that *self-efficacy* affects organizational commitment (Chuang et al., 2013; Mokoena & Dhurup, 2019).

LITERATURE REVIEW

Organizational Citizenship Behavior (Y)

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work, therefore a person's job satisfaction will be different from others. Job satisfaction can be described by many indicators, such as salary appropriateness, work facilities, relationships with colleagues, employee opportunities to advance, supervision by the leadership and also the work itself (Elisabeth Glorita Luisa Dos Santos Belo, I Gede Riana, 2019); (Primary & Wardani, 2018).

Emotional exhaustion (Z)

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Leadership (X1)

Leadership is the process by which a person influences others to achieve goals and directs them in a more cohesive and coherent way (Sharma & Jain, 2013). Leadership can be defined as the process by which an individual influences a group to achieve a common goal (Northouse, 2007). Leadership, is the way the leader communicates generally and relates to people, the way in which the leader motivates and trains subordinates and the way the leader gives direction to his team to carry out their duties (Gharibvand, 2012). Leadership has a direct influence on attitudes such as job satisfaction and organizational commitment (Palupi et al., 2017), and also affects emotional burnout (Vem et al., 2017); (Muis et al., 2018) and (Shanafelt et al., 2015).

Self Efficacy (X2)

Self-efficacy as an individual's beliefs about his ability to direct the motivations, cognitive resources and actions necessary in carrying out his work (Rose et al., 2009). *Self-efficacy* is an employee's confidence in his capacity to achieve success at work and his responsibilities (Kilapong, 2013). *Self-efficacy* is an aspect of the self that is generally related to endurance (Salanova et al., 2006) and the ability to achieve goals (Neve et al., 2015), to meet demands motivated by challenges, efforts, as well as perseverance to face obstacles, to trigger employee satisfaction (Luthans & Youssef, 2007). *Self-efficacy* is measured by attitudes (eg: extraversion, emotional stability) i.e. actions at the cognitive level, and states (ie: self-esteem, optimism, and expectations) that are proactive attitudes. These things can affect the perception and interpretation of a situation and how a person will react (Mastenbroek et al., 2014). The environmental perception of adaptable resilient individuals is variable, depending on the degree of *self-efficacy*, since they are nourished by environmental factors so that the individual tends to engage in his work and do it well (Bandura, 2009). Self-efficacy contributes to effective performance and promotes personal well-being by encouraging regulatory goals and commitments, persistent effort, perseverance, tenacity, stress reduction, and depression (Bandura, 2016). Self-efficacy will cause high Job Satisfaction as well (Dewi & Dewi, 2015), and is supported by research results that state that high *self-efficacy* can increase Job Satisfaction (Lai & Chen, 2012). Several other studies have concluded that *self-efficacy* affects organizational commitment (Chuang et al., 2013; Mokoena & Dhurup, 2019).

Research Hypothesis

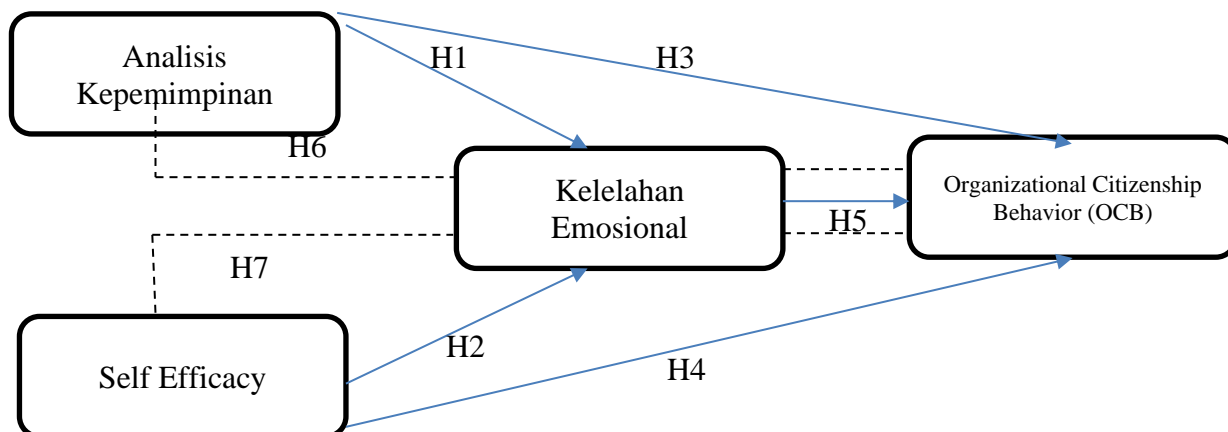


Figure 1. Thinking Framework

The hypothesis in this study is as follows: (1) It is suspected that Leadership affects emotional exhaustion in Tourism Office Employees in Padang City. (2) It is suspected that the Self Efficacy affects emotional exhaustion in private sector employee. (3) It is suspected that Leadership affects Organizational Citizenship Behavior in Private sector employee. (4) It is suspected that the Self Efficacy affects the Organizational Citizenship Behavior of Private sector employee. (5) It is suspected that emotional exhaustion affects Organizational Citizenship Behavior in Tourism Office Employees in Padang City. (6) It is suspected that Leadership affects Organizational Citizenship Behavior through emotional exhaustion in Private sector employee. (7) It is suspected that the Self Efficacy affects Organizational Citizenship Behavior through emotional exhaustion in Private sector employee.

RESEARCH METHODS

The research approach used is an associative research approach. An associative approach is a study conducted to combine two or more variables to determine the influence between variable one and variable (Sugiono, 2017). This research also uses a quantitative approach that describes and summarizes various conditions, situations and variables. Data analysis is quantitative / statistical with the aim of testing predetermined hypotheses.

The research population is private employees in the city of Padang. To determine the sample size, the use of Maximum Likelihood estimate in the Structural Equation Model (SEM) is 100-200 (Hair et al., 2014). Therefore, based on the needs of researchers to use data analysis techniques using the *Structural Equation Model* and also because later a *maximum likelihood estimation* technique will be used which requires a total of 100-200 samples, the researcher will take a sample of 100-200 types of business to meet one of the requirements of the data analysis method using SEM.

Data Collection Methods

The data collection method in this study is the questionnaire method. Questionnaires in research are made in the form of Google Forms to facilitate the filling of questionnaires by respondents who meet the criteria to be used as research samples. The questionnaire used in this study was in the form of questions. The measurement scale used is the likert scale, which is used to measure the attitudes, opinions, and perceptions of a person or group of people regarding social phenomena. To reduce the impact of bias and the occurrence of data centering when conducting analysis, the scales used are Strongly Agree (SS) with a score (4),

Agree (S) with a score (3), Disagree (ST) with a score (2) and Strongly Disagree (STS) with a score (1).

Data Analysis Methods

The data analysis method used in this study is to use SEM (Structural Equation Modeling) analysis or structural equation models using the PLS (Partial Least Square) program to test the relationship between variables. Data analysis and structural equation modeling using smart PLS software are carried out with the following steps: (1) Designing a Measurement Model (Outer Model). Used to determine the relationship between latent variables and indicators. Evaluation of the measurement model includes convergent validity tests, discriminant validity and composite reliability tests. (2) Designing *the inner model*. Used to test the significance of the parameters formulated in the assessed hypothesis by examining the importance of the coefficients and variance recorded by construction (R^2), R^2 represents the dependent (endogenous) proportion. $R^2 \geq 10$ ensures that variance is explained by significant practical, statistical as well as endogenous variables.

Hypothesis Testing (Resampling Bootstrapping)

Hypothesis testing can be seen from the t-statistical value and probability value. For hypothesis testing using.

The statistical value then for alpha 5% t-statistical value used is 1.96. Thus the criterion of acceptance or rejection of the hypothesis is H_a accepted H_o in rejected when $t\text{-statistics} > 1.96$. To reject or accept the hypothesis using probability then H_a is accepted if the $p\text{-value} < 0.05$.

RESULTS AND DISCUSSION

Evaluation Measurement Model (Outer Model)

Convergent Validity Convergent validity is a measure of the validity of reflective indicators used to measure Observable latent variables derived from the loading factor of each variable indicator. The indicator has good validity, if the value of the loading factor is above 0.7. Based on the tests, it is known that the indicators of each of the variables in the study obtained a high value, that is, all of them were above 0.7.

Discriminant Validity

The validity of the discriminant is to compare the correlation of indicators of one construct with another construct which is done by measuring using cross loading values that provide data to see if the construct has adequate discriminant. Based on testing, it is known that the value of the loading factor for each indicator of each latent variable has the largest value of the loading factor compared to the loading value of other latent variables. This means that each latent variable already has good discriminant validity. Another method that can be used to determine the value of discriminant validity is the Fornell- Larcker method which is performed by comparing the square root above the AVE with the latent vertical correlation. Based on the test results, it is known that the square value of the upper root AVE along the diagonal line is greater in the correlation between one construct and another, therefore the validity of the construct is good.

Reliability Test

The reliability test results are described in table 5. Reliability tests can be carried out taking into account the value of the Reliability of the composite and the construction of Cronbach's Alpha measured by the block indicator. The table above shows that cronbach's

alpha value > 0.6 and composite reliability > 0.7, this means that every construct tested on the estimation model meets the criteria (reliable).

FINDINGS AND DISCUSSION

RESULTS OF RESEARCH AND DISCUSSION

Evaluasi Measurement Model (Outer Model) Convergent Validity

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Another method that can be used to determine the value of discriminant validity is the Fornell- Larcker method which is done by comparing square roots over AVE with latent vertical correlations. Based on the test results, it is known that the value of the upper root square of the AVE along the diagonal line is greater in correlation between one construct and another, therefore the validity of the construct is good.

Reliability Test

Table 5. Construct Reliability Test Results

	Cronbach's Alpha	rho_A	Reliabilitas Komposit	(AVE)
X1	0,850	0,862	0,887	0,567
X2	0,840	0,842	0,886	0,609
Z	0,875	0,881	0,915	0,728
Y1	0,897	0,898	0,919	0,619

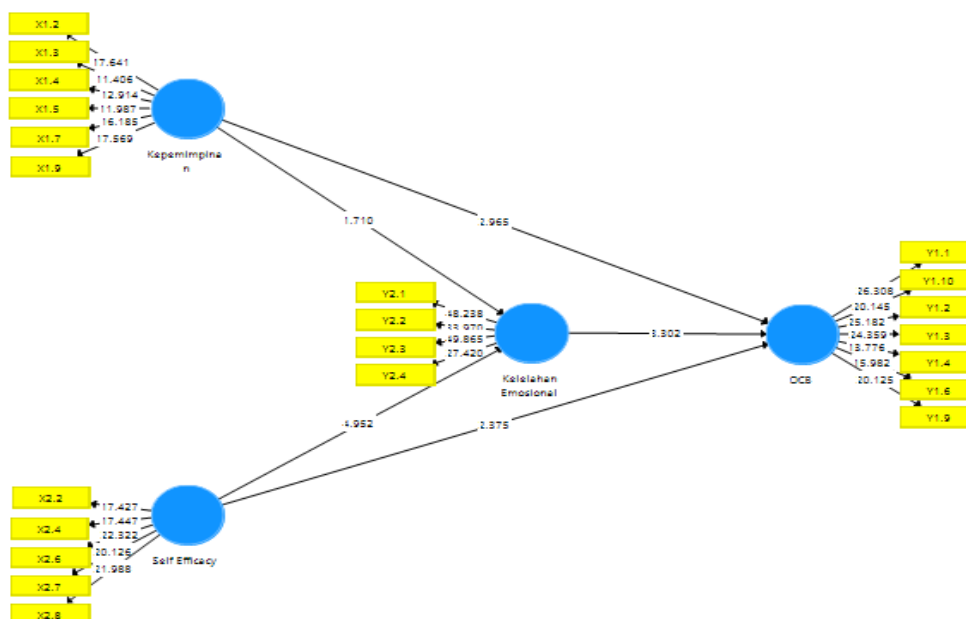
Source: Processed Data, 2023

The reliability test results are spelled out in table 5. Reliability test can be done by paying attention to the value.

Composite reliability and *Cronbach's Alpha* of constructs are measured by block indicators. The table above shows that *cronbach's alpha* value > 0.6 and composite reliability > 0.7, this means that each construct tested on the estimated model meets the criteria (*reliable*).

Hypothesis testing

The research model is as follows:



Source: Processed Data, 2022.
Figure 1. Research Models

The results of the hypothesis test directly and indirectly in this study are described in the table below:

Table 7. Hypothesis Testing Results

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
Kepemimpinan -> Kelelahan Emosional	0,136	0,135	0,079	1,710	0,088
Self Efficacy -> Kelelahan Emosional	0,451	0,464	0,091	4,952	0,000
Kepemimpinan -> OCB	0,226	0,239	0,076	2,965	0,003
Self Efficacy -> OCB	0,285	0,288	0,120	2,375	0,018
Kelelahan Emosional -> OCB	0,309	0,300	0,094	3,302	0,001
Kepemimpinan -> Kelelahan Emosional -> OCB	0,042	0,042	0,030	1,395	0,164
Self Efficacy -> Kelelahan Emosional -> OCB	0,139	0,136	0,045	3,132	0,002

Source: Processed Data, 2022

From the table above, it can be seen that each hypothesis obtains a statistical t value > t of the table, which is 1.96 or a p value of < 0.05. So it can be concluded that every hypothesis in this study has a significant effect.

Discussion

From the table above, you can see the hypothesis results by comparing with the statistical t value > t of the table, namely 1.96 or by comparing the PValue value produced < 0.05. Where the results of the above hypotheses are obtained that:

1. No Influence and no significant Leadership on Emotional Fatigue with a statistical t of 1.71 < 1.96 and a PValue of 0.088 > 0.05. So from the low value of the influence of leadership on emotional exhaustion this can show s e the more baik Kepemimpinan then se the more rendah also emotional fatigue. Good leadership is leadership that is able to create a good work environment, where employees will be motivated, inspired,

- challenged, and feel successful. The results of the study of Vem, et al., (2017) show that authentic leadership is negatively related to emotional fatigue, and positive with psychological possession. Research conducted by Muis et al., (2018) revealed that leadership has an influence on emotional fatigue. (Shanafelt et al., 2015) state that the importance of good leadership for organizational success is increasingly recognized, but the immediate effect of emotional exhaustion is very weak.
2. There was a Significant Effect of *Self Efficacy* on emotional fatigue with a statistical t of $4.95 > 1.96$ and a P Value of $0.00 < 0.05$. The magnitude of the influence of Self Efficacy on emotional exhaustion. Results that show a significant influence can explain that the higher the level of Self Efficacy, the higher the emotional fatigue. Based on the results of research shows that self-efficacy affects emotional fatigue. Research shows that high Self efficacy contributes to *Organizational Citizenship Behaviour* (OCB) and a reduction in emotional fatigue. In addition, self-efficacy also benefits individuals effectively to integrate, and use information in improving clarity of roles and performance (Brown et al., 2001), contributing to performance units (Pillai & Williams, 2004) and less prone to emotional exhaustion (Grau et al., 2001). Several studies have found no support for moderator roles Self efficacy for employees experiencing high emotional burnout (Salanova et al., 2006) and other studies have shown that Self efficacy provides support for moderator roles for employees who experience high emotional burnout (Grau et al., 2001).
 3. There is a significant influence of leadership on *Organizational Citizenship Behaviour* (OCB) with a statistical t of $2.97 > 1.96$ and a P Value of $0.003 < 0.05$. Besarnya pengaruh Kepemimpinan terhadap *Organizational Citizenship Behaviour* (OCB). Koefisien line yang bernilai positif pointing toan semakin baik Kepemimpinan then semakin baik pu la *Organizational Citizenship Behaviour* (OCB). Leaders have a duty to assist subordinates in the achievement of their goals and provide the guidance and direction and support needed to ensure that their goals are in line with and in line with the goals of the organization, so that in work they are able to bring out the extra behavior of the role of Organizational Citizenship Behavior (OCB). The management provides encouragement and input that employees can solve existing problems well, leaders hold deliberations with employees in dealing with problems and provide opportunities for employees to provide input in solving problems and listen with full input from employees. At its core, leaders play an important role in driving OCB achievement by improving the positive attitudes of employees (for example: through job satisfaction, fairness, and organizational commitment). Several researchers have found the influence of leadership on ocb (Sari et al., 2021). And other research (Arifiani & Rumijati, 2021), (Kurniawan & Daeli, 2021).
 4. There is a significant influence of Self Efficacy on *Organizational Citizenship Behaviour* (OCB) with a statistical t of $2.38 > 1.96$ and P Value of $0.018 < 0.05$. Besarnya pengaruh Self Efficacy terh a da p *Organizational Citizenship Behaviour* (OCB). Koefisien line yang bernilai positif pointing toan semakin baik Kepemimpinan then semakin baik pu la *Organizational Citizenship Behaviour* (OCB). Leaders have a duty to assist subordinates in the achievement of their goals and provide the guidance and direction and support needed to ensure that their goals are in line with and in line with the goals of the organization, so that in work they are able to bring out the extra behavior of the role of Organizational Citizenship Behavior (OCB). The management provides encouragement and input that employees can solve existing problems well, leaders hold deliberations with employees in dealing with problems and provide opportunities for employees to provide input in solving problems and listen with full input from employees. At its core, leaders play an important role in driving OCB achievement by improving the positive attitudes of employees (for example: through job satisfaction, fairness, and organizational

- commitment). Several researchers have found the influence of Self Efficacy on ocb (Sari et al., 2021). And other research (Arifiani & Rumijati, 2021), (Kurniawan & Daeli, 2021).
5. There is an effect of emotional fatigue on *Organizational Citizenship Behaviour* (OCB) with a statistical t of $3.30 > 1.96$ and PValue of $0.001 < 0.05$. Therefore, from the low value of the effect of emotional fatigue on Organizational Citizenship Behaviour (OCB) this can show s e increasingly b a ik emotional fatigue, semakin rendah also *Organizational Citizenship Behaviour* (OCB. Good emotional exhaustion is what is able to create a good work environment, where employees will be motivated, inspired, challenged, and feel successful. The results of the study of Vem, et al., (2017) show that authentic leadership is negatively related to emotional fatigue, and positive with psychological possession. Research conducted by Muis et al., (2018) revealed that emotional fatigue has an influence on *Organizational Citizenship Behaviour* (OCB. (Shanafelt et al., 2015) state that the importance of good leadership for organizational success is increasingly recognized, but the immediate effect of emotional exhaustion is very weak.
 6. There was no significant influence of leadership on *Organizational Citizenship Behaviour* (OCB) through emotional exhaustion with a statistical t of $1.4 < 1.96$ and a PValue of $0.164 > 0.05$. This explains that without emotional exhaustion, leadership will be able to improve *Organizational Citizenship Behavior* (OCB) much better. So it is hoped that the management will pay more attention to the wishes of employees, so that it can make employees loyal while working.
 7. There is a significant influence of Self Efficacy on *Organizational Citizenship Behaviour* (OCB) through emotional exhaustion with a statistical t of $3.13 > 1.96$ and a PValue of $0.002 < 0.05$. The magnitude of the influence that Self Efficacy provides through emotional fatigue on *Organizational Citizenship Behaviour* (OCB) proves that with emotional fatigue, employees will create self-efficacy in work.

CONCLUSION

From this study, it can be concluded that: (1) Leadership affects Organizational Citizenship Behavior. This means that the better the Leadership in the Private sector employee, the more it will be able to increase the Organizational Citizenship Behavior in the organization. (2) Leadership affects Organizational Citizenship Behavior. This means that the better the perception of the Self Efficacy in the Private sector employee then it will be able to improve Organizational Citizenship Behavior in the organization. (3) Emotional exhaustion affects Organizational Citizenship Behavior. This means that the better the Emotional exhaustion at the Private sector employee then it will be able to improve Organizational Citizenship Behavior in the organization. (4) Leadership affects Emotional exhaustion. This means that the better the Leadership of Samsung smartphones, the more it will be able to increase Emotional exhaustion. (5) Self Efficacy has no effect on Emotional exhaustion. This means that when the perception of the Self Efficacy does not increase, emotional exhaustion will not increase. (6) Leadership affects Organizational Citizenship Behavior with emotional exhaustion. So that with the increase in work engagement towards emotional exhaustion, it will encourage Organizational Citizenship Behavior in the Private sector employee (7) Work Environment has no effect on Organizational Citizenship Behavior through Emotional exhaustion. This means that the perception of Self Efficacy yang not being an improvement cannot make Emotional exhaustion increase so that Emotional exhaustion also does not occur an improvement.

The suggestions that can be given are as follows: (1) To improve Organizational Citizenship Behavior and Emotional exhaustion the Private sector employee is required to pay attention to Leadership at the employee emotional level, employee activity, reliability and

loyalty official. (2) In terms of Self Efficacy, to improve Organizational Citizenship Behavior and Emotional exhaustion of the Private sector employee, the main thing that needs to be done is to pay attention to comfort, completeness of inventory, facilities provided by the organization.

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