

## Analysis of the Influence of Motivation, Job Satisfaction, Leadership, and OCB in the Manufacturing Industry of Batam City

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### ABSTRACT

Human resources are an important asset for companies, especially in the manufacturing sector. The manufacturing industry in Batam City contributed 56.83% to the Regional Gross Domestic Product (GDP) in 2023, significantly impacting unemployment rate by absorbing a large-scale workforce with various skill levels. This study aims to analyze the influence of motivation, job satisfaction, and leadership on Organizational Citizenship Behavior (OCB) in Batam's manufacturing industry. A quantitative approach was used in this study, collecting data from employees through questionnaires distributed via Google Forms from October 2023 to March 2024, with a sample size of 410 respondents. The data was analyzed using Smart PLS 3.2.9 software. The result showed that motivation did not significantly influence OCB, while job satisfaction and leadership had a significant influence on OCB. Motivation was also found to have a significant influence on job satisfaction and leadership. Indirectly, motivation affects OCB through job satisfaction and leadership. Management in Batam's manufacturing industry should focus on improving job satisfaction and leadership quality to enhance OCB, considering strategies such as incentives, career development, opportunities, and a supportive work environment. Future research should expand its scope to various industries and locations to gain a more comprehensive understanding of the factors affecting OCB.

## 1. INTRODUCTION

Human resources are crucial assets for companies that need to be well-maintained. Human resource management plays a key role in organizing, retaining, maximizing, and sorting the existing workforce. A company will not function well without human resources (Millena & Donal Mon, 2022)

In the industrial world, especially in the manufacturing sector, human resources are a crucial aspect. According to BPS data, the manufacturing industry in Batam City contributed 56.83% to the Gross Regional Domestic Product (GRDP) of Batam City in 2023. This sector not only has a significant impact on the economy but also affects the open unemployment rate because it is capable absorbing labor on a large scale with various skill levels. BPS data recorded that in August 2023, the unemployment rate in Batam decreased to 8.14%, down by 1.43% percent compared to August 2022. This decrease reflects the significant contribution of the Batam manufacturing sector, which continues to develop and create job opportunities.

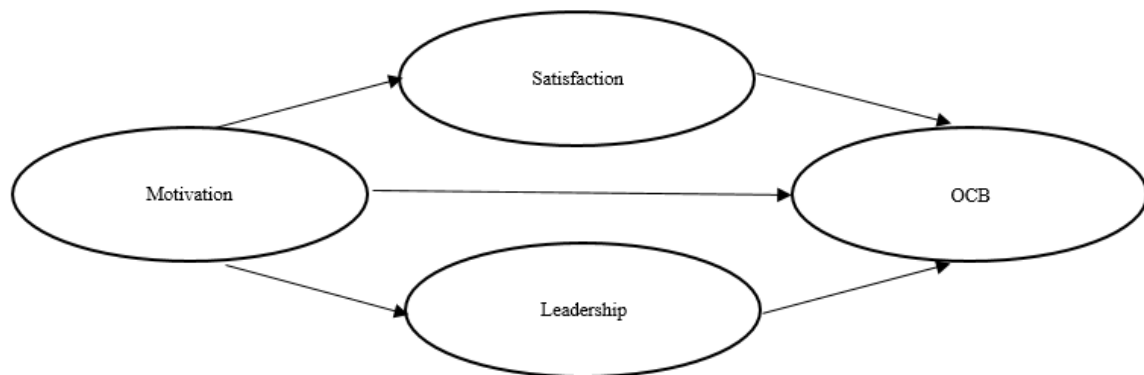
However, to stay competitive, companies must continuously improve efficiency, productivity, and product quality (Jovina & Neka Fatyandri, 2023). Despite these efforts, there is a need to further explore the human factors that drive company success, particularly how variables such as motivation, leadership, and job satisfaction affect employee behavior and ultimately organizational outcomes. In this context, employee performance is a valuable asset that plays a key role in achieving goals. Their performance is greatly influenced by factors such as motivation, job satisfaction, leadership, and Organizational Citizenship Behavior (OCB).

OCB refers to voluntary behaviors that go beyond employees' usual tasks and play a significant role in positively impacting the organization (Sentoso & Sang Putra, 2021). Examples of OCB implementations in this sector include helping colleagues with task outside of one's defined role, offering innovative solutions to improve production processes, and voluntarily staying late to meet production deadlines. These behaviors enhance teamwork and the overall performance of the organization, which is particularly important in manufacturing where operational flow is interconnected and delays can disrupt productivity.

In Batam, manufacturing companies need to encourage OCB to compete in the global market. Effective leadership is also crucial in fostering the enthusiasm of subordinates to engage in OCB. When employees are motivated to perform their tasks, they will be more committed to the company. Job satisfaction is another important element because without sufficient motivation, employees can become obstacles to the company in achieving its goals (Nuzula et al., 2022).

Given the competitive and labor-intensive nature of the manufacturing sector, understanding how motivation, job satisfaction, and leadership interact to influence OCB is essential for sus-

taining performance. Research in these areas is crucial as it highlights ways to optimize employee behavior, leading to enhanced productivity and better company outcomes. The purpose of this research is to analyze the impact of motivation, job satisfaction, and leadership on OCB in Batam's manufacturing industry, with a focus on leadership and job satisfaction as mediating variables. Leadership shapes a work environment that fosters OCB, while job satisfaction influences employees' willingness to go beyond their formal roles. Understanding how these factors interact is essential for optimizing employee behavior, improving productivity, and achieving better company outcomes. This research aims to provide insights that enhance performance and success in Batam's manufacturing sector. The following is a picture of the research model in this study:



**Figure 1. Research Model**

**Relationship between Motivation and OCB.** Motivation begins with physical and psychological needs, driving behavior toward goals (Farisi et al., 2021). It is classified as extrinsic (financial rewards) and intrinsic (personal satisfaction) motivation (Cheng & Osman, 2021). According to (Tania et al., 2021), OCB refers to additional activities performed by employees that are not part of their job responsibilities to achieve organizational goals. OCB is crucial for organizations because it can increase the efficiency of resource use, reduce the need for formal control, and potentially to reduces costs (Musyaffaah, 2022). Research by (Setyowati et al., 2023) found that motivation significantly influences OCB. This finding is also supported by (Megasari et al., 2022). This implies that higher employee motivation correlates with higher levels of OCB. Therefore, meeting employee needs and providing attention, both material and non-material, is a crucial for enhancing their motivation and optimizing performance. However, in research conducted by (Purdjarini & Tanuwijaya, 2023), did not find a significant relationship between intrinsic motivation and innovative work behavior. Although this research does not directly address OCB, it does imply that intrinsic motivation may not have a direct impact on OCB.

H1: There is a significant influence of Motivation on OCB.

**Relationship between Job Satisfaction and OCB.** Job satisfaction is an individual's attitude towards their work, influenced by various aspects of the work environment such as supervision style, working conditions, policies and procedures, relationships, and benefits (Naufal Arfian

et al., 2023). Employees with appropriate skills and knowledge in the work environment will achieve satisfaction in their work (Mon & Sitepu, 2023). Several factors serve as indicators of job satisfaction, including the job itself, salary level, promotion opportunities, and supervision (Tania et al., 2021). Employees satisfied with their jobs tend to engage in OCB, such as assisting colleagues and performing tasks beyond their regular duties (Putri & Supriadi, 2022). Research by (Pramezwarly et al., 2022) found that job satisfaction significantly influences OCB, which is supported by (Dubey et al., 2023).

H2: There is a significant influence of Job Satisfaction on OCB.

**Relationship between Leadership and OCB.** According to (Dubey et al., 2022), leadership is considered an organizational skill aimed at maximizing the performance of subordinates to achieve organizational goals. Leadership builds a culture that aligns employees' goals and perception of the work environment (Allozi et al., 2022). Successful leadership builds work motivation and creates a conducive work environment, ultimately impacting OCB (Karyadi et al., 2022). Research by (Novianti, 2021) found that leadership significantly influences OCB, supported by (Ningsih et al., 2023). An ethical leadership work environment will encourage employees to discuss, innovate, and be actively involved in the decision-making process (Hanaysha et al., 2022). Positive leaders-employee relationships built on mutual support encourage employees to contribute beyond expectations (Lee et al., 2023).

H3: There is a significant influence of Leadership on OCB.

**Relationship between Motivation and Job Satisfaction.** Based on research by (Salmaini et al., 2023), motivation significantly affects job satisfaction, supported by (Hidayati et al., 2022) and (Hidayah & Hendarsjah, 2021). Motivated employees are more satisfied because they feel rewarded and engaged in their work (Fenny & Setyawan, 2024). Motivation plays a critical role in increasing job satisfaction, quality, and has a psychological impact on company strategy (Santos et al., 2024).

H4: There is a significant influence of Motivation on Job Satisfaction.

**Relationship between Motivation and Leadership.** Research by (Kaunda & Yangailo, 2023) states that motivation significantly influences leadership, supported by (Ginting et al., 2021), (Paredes et al., 2021), and (Faisal et al., 2023). Leadership tends to encourage and motivate followers to take on larger role and have more autonomy, thereby increasing employees' sense of accomplishment and satisfaction with their work (Hilton et al., 2023).

H5: There is a significant influence of Motivation on Leadership.

**Relationship between Motivation on OCB with Job Satisfaction as Mediation.** Research by (Salman Faris et al., 2024) found that motivation through job satisfaction significantly influences OCB, supported by (Arijanto et al., 2023) and (Alnis Alamsyah et al., 2024). Well-motivated employees tend to be more satisfied with their jobs, which ultimately increase the likelihood of exhibiting positive OCB. (Febriyani & Rismanto, 2023) also stated that motivation and

job satisfaction can simultaneously influence OCB. According to a study by (Yulianto & Saryono, 2023), job satisfaction serves as a link between transformational leadership and organizational commitment. This research does not directly investigate the relationship between motivation and OCB, but highlights the importance of job satisfaction as a mediator in organizational behavior.

H6: There is a significant influence between Motivation on OCB with Job Satisfaction as mediation.

**Relationship between Motivation on OCB with Leadership as Mediation.** Research by (Kardarusman & Yuningsih, 2023) found that task-oriented leadership style and employee motivation influence work motivation. Additionally, (Wati & Warsindah, 2022) found positive and significant relationship between servant leadership, competency, motivation, and job performance with work engagement as a mediation. This study indirectly examines the relationship between motivation and OCB, emphasizing the role of leadership as a mediator in organizational behavior. Research by (Arshad et al., 2021) found a significant positive relationship between prosocial motivation and OCB, mediated by managerial support. Employees receiving support from their management tend to be motivated and exhibit OCB. Understanding motivation concepts is crucial for organizational leaders because high motivation can enhance performance, job satisfaction, and OCB, ultimately improving overall organizational well-being (Almaqableha & Omarb, 2024). According to the research result of (Mon et al., 2023), there is a direct influence between leadership style on OCB and there is also a direct influence of motivation on OCB. Therefore, although direct research is not yet available, these concepts suggest that leadership may mediate the relationship between motivation and OCB.

H7: There is a significant influence between Motivation on OCB with Leadership as mediation.

## RESEARCH METHODS

This study employs a quantitative approach to analyze data obtained from employees working in the manufacturing industry. The quantitative approach aims to test theories, gather facts and data, analyze statistical descriptions, explain relationships between indicators, and make predictions (Kurniawan & Puspitaningtyas, 2023). Data were collected through the distribution of questionnaires to respondents using Google Forms from October 2023 to March 2024. The sample size determination followed the guidelines suggested by (Hair et al., 2014), which state that the sample size should be 10 respondents per question item. Therefore, a total of 410 samples were taken, as there are 41 questions in the questionnaire.

The variables tested in this study include motivation, leadership, job satisfaction, and OCB. Based on expert opinions and previous research, the following indicators are used for each variable:

**Table 1. Variables and indicators**

No	Variable	Indicator	Measuring Scale
1	Motivation	1. Receiving recognition for achievements	Likert (1-5)

(X)	<ol style="list-style-type: none"> <li>2. Delivering results above standards</li> <li>3. Evaluating work results for improvement</li> <li>4. Teamwork</li> <li>5. Understanding the characteristics of the boss and coworkers</li> <li>6. Recognizing the limitations of associations</li> <li>7. Taking the lead in the work team</li> <li>8. Drive to always excel</li> <li>9. Being someone who is always heard</li> </ol>	
2	<p>Satisfaction (Z1)</p> <ol style="list-style-type: none"> <li>1. I receive recognition for the work i have done</li> <li>2. I feel close to the people at work</li> <li>3. I feel good about working for this company</li> <li>4. I feel secure about my job</li> <li>5. I believe management cares/thinks about me</li> <li>6. Overall, i believe my job is good for my physical health</li> <li>7. My salary is good</li> <li>8. All of my talents and skill are utilized at work</li> <li>9. My relationship with my supervisors is fine</li> <li>10. I feel good about my job</li> </ol>	Likert (1-5)
3	<p>Leadership (Z2)</p> <ol style="list-style-type: none"> <li>1. I express in simple words what we can and should do</li> <li>2. I help others develop themselves</li> <li>3. I am satisfied when other meet the agreed-upon standards</li> <li>4. I am confident in letting other continue to work the same way</li> <li>5. Others have complete confidence in me</li> <li>6. I provide an engaging picture of what we can do</li> <li>7. I offer new perspectives to others on confusing matters</li> <li>8. I give recognition/rewards when other achieve their goals</li> <li>9. As long as everything is going well, i don't try to change anything</li> <li>10. Whatever others want to do is fine with me</li> </ol>	Likert (1-5)
4	<p>OCB (Y)</p> <ol style="list-style-type: none"> <li>1. Supervisors help subordinates in their own time</li> <li>2. Employees often waste work time</li> <li>3. Employees voluntarily assist new employees</li> <li>4. Employees volunteer to serve in new groups</li> <li>5. Employees arrive on time for work and meetings</li> <li>6. Employees take the initiative to introduce themselves to substitutes and help them</li> <li>7. Employees start work on time and use work time effectively</li> <li>8. Employees give coworkers advance notice of changes in schedules or routines</li> <li>9. Supervisors give too much busywork</li> <li>10. Employee groups within the organization work effectively</li> <li>11. Employees provide their personal time to voluntarily complete work</li> <li>12. Employees offer innovative suggestions to improve the overall quality of the organization's products</li> </ol>	Likert (1-5)

Source: Data processed (2024)

Based on the demographic data, 60.98 percent (250 individuals) of the respondents are female. This suggest that women may hold a significant presence in the manufacturing industry in this region, likely in both production and administrative roles. The majority of respondents (322 individuals, 78.54 percent) are under the age of 25, and 93.17 percent (382 individuals) are

unmarried, indicating that the workforce in the sector tends to be young and in the early stages of their careers. In terms of education, most respondents are high school or vocational school graduates (325 individuals, 79.27 percent), with 1 to 5 years of work experience (70.98 percent, 291 individuals). Their income predominantly ranges from Rp4.000.000 to Rp7.000.000 (299 individuals, 72.93 percent).

These findings suggest that the manufacturing industry in Batam attracts a young, predominantly female workforce, typically in entry-level positions requiring mid-level or basic skills. This indicates that the industry provides opportunities for young individuals entering the workforce. Data analysis was conducted using Smart PLS version 3.2.9 software.

## 2. RESULTS & DISCUSSION

Based on the Smart PLS data processing results, the loading factor result in Table 2 show that all indicators meet the rule of thumb criteria, exceeding a value of 0.6 and thus are considered valid (Chin, 1998). For the Leadership variable, out of 10 indicators, 6 are valid, namely L10, L4, L5, L6, L7, and L8. Among these, the highest loading factor is found in statement L4, with a value of 0.755, which contains the statement “I am confident in letting other continue to work the same way”. For the Motivation variable, out of 9 indicators, 5 are valid, specifically M1, M6, M7, M8, and M9. The highest loading factor is found in statement M7, with a value of 0.762, which contains “Becoming a leader in the work team”. For the OCB variable, 8 of the indicators are valid, including O1, O10, O12, O3, O4, O6, O7, and O8, with the highest loading factor is found in statement O4 with a value of 0.762, which contains “Employees voluntarily serve in new groups”. For the Satisfaction variable, out of 10 indicators, 8 are valid, including S1, S10, S2, S3, S4, S5, S8, and S9. The highest loading factor is found in statement S3 with a value of 0.794, which contains “I feel good about working at this company”.

**Table 2. Factor loadings**

Indicator	Leadership	Motivation	OCB	Satisfaction
L10	Whatever others want to do is fine with me	0.684		
L4	I am confident in letting other continue to work the same way	0.755		
L5	Others have complete confidence in me	0.733		
L6	I provide an engaging picture of what we can do	0.696		
L7	I offer new perspectives to others on confusing matters	0.747		
L8	I give recognition/rewards when other achieve their goals	0.677		
M1	Receiving recognition for achievements		0.647	
M6	Recognizing the limitations of associations		0.692	
M7	Taking the lead in the work team		0.762	
M8	Drive to always excel		0.727	
M9	Being someone who is always heard		0.708	

	<b>Indicator</b>	<b>Leadership</b>	<b>Motivation</b>	<b>OCB</b>	<b>Satisfaction</b>
O1	Supervisors help subordinates in their own time			0.696	
O10	Employee groups within the organization work effectively			0.733	
O12	Employees offer innovative suggestions to improve the overall quality of the organization's products			0.697	
O3	Employees voluntarily assist new employees			0.744	
O4	Employees volunteer to serve in new groups			0.762	
O6	Employees take the initiative to introduce themselves to substitutes and help them			0.708	
O7	Employees start work on time and use work time effectively			0.699	
O8	Employees give coworkers advance notice of changes in schedules or routines			0.681	
S1	I receive recognition for the work i have done				0.685
S10	I feel good about my job				0.655
S2	I feel close to the people at work				0.684
S3	I feel good about working for this company				0.794
S4	I feel secure about my job				0.778
S5	I believe management cares/thinks about me				0.740
S8	All of my talents and skill are utilized at work				0.674
S9	My relationship with my supervisors is fine				0.694

Source: Primary data processed using Smart-PLS, 2024

Based on the AVE results in Table 3, it can be concluded that the data meets the convergent validity criteria, because the AVE value has exceeded 0.5 (Ghozali & Latan, 2015). The reliability test results in Table 3 show that all constructs have Cronbach's Alpha and Composite Reliability values greater than 0.6, indicating that all constructs are reliable (Chin, 1998).

Based on the HTMT results in Table 3, all correlation values between constructs are less than 0.9. Therefore, it can be stated that this data meets the criteria for Discriminant Validity (Henseler et al., 2015).

**Table 3. Construct Validity, Reliability, and Discriminant validity**

<b>Constructs</b>	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Leadership	0.809	0.863	0.513
Motivation	0.751	0.834	0.501
OCB	0.864	0.893	0.512
Satisfaction	0.862	0.893	0.511



Constructs	Leadership	Motivation	OCB	Satisfaction
Heterotrait-Monotrait Ratio (HTMT)				
Leadership				
Motivation	0.842			
OCB	0.876	0.704		
Satisfaction	0.866	0.897	0.820	

Source: Primary data processed using Smart-PLS, 2024

After successfully validating all variables in the measurement model (outer model) during the initial stage, we now proceed to evaluate the structural model (inner model) in the subsequent stage. The aim of this inner model evaluation is to analyze the relationship among the constructs, which are depicted in Figure 2 below:

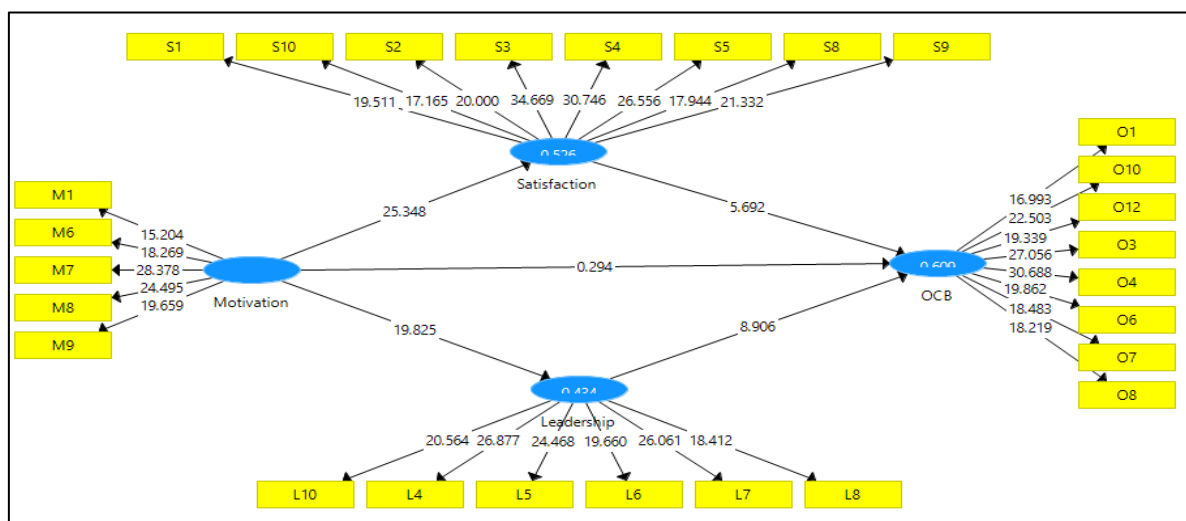


Figure 2. The research framework

Source: Data processed, 2024

Based on the data testing results in Table 4, there is only one variable show a negative and non-significant effect, which is Motivation on OCB. This is indicated by the T Statistic value of less than 1.96 (0.297) and P-Value greater than 0.05 (0.767) with an original sample mean value of -0.018. Meanwhile, the relationship between other latent variables has a positive and significant effect, namely Leadership on OCB, Motivation on Leadership, Motivation on Job Satisfaction, and Job Satisfaction on OCB. This is indicated by the T Statistic >1.96 and P-Value <0.05, as well as a positive sample mean value (Hair et al., 2019) and (Ghozali, 2021).

Furthermore, for the indirect effect, Leadership is proven to be a mediating variable between Motivation and OCB. Moreover, Job Satisfaction is also proven to be a mediating variable between Motivation and OCB, as indicated by the T Statistic value >1.96 and P-Values <0.05.

The R Square value indicate how much the independent variables influence the dependent variable. According to (Hair et al., 2019), the criteria are as follows: R Square values of 0.75, 0.50,

and 0.25 indicate strong, moderate, and weak models, respectively. Based on the test results of the R Square values in Table 4, the variables OCB and Satisfaction have demonstrated moderate with values of 0.609 and 0.526. This means that the Motivation variable can explain approximately 60.9 and 52.6% of the variance in OCB and Satisfaction. Meanwhile, the leadership variable is categorized as weak with a value of 0.434, indicating that Motivation can only explain about 43.4% of the variance in Leadership.

**Table 4. Path coefficients**

Hypotheses	Sample Mean	Standard Deviation	T Statistics	P Values
Direct effects				
Leadership -> OCB	0.479	0.053	8.916	0.000
Motivation -> Leadership	0.660	0.033	20.101	0.000
Motivation -> OCB	-0.018	0.058	0.297	0.767
Motivation -> Satisfaction	0.729	0.028	25.839	0.000
Satisfaction -> OCB	0.377	0.066	5.774	0.000
Indirect effects				
Motivation_ -> Leadership -> OCB	0.316	0.038	8.238	0.000
Motivation_ -> Satisfaction -> OCB	0.275	0.046	5.950	0.000
<hr/>				
		<b>Original Sample</b>	<b>Sample Mean</b>	
R Square				
Leadership		0.434	0.436	
OCB		0.609	0.616	
Satisfaction		0.526	0.532	

Source: Primary data processed using Smart-PLS, 2024

## Discussion

**Relationship between Motivation and OCB.** The analysis result indicate that motivation does not significantly influence OCB in the manufacturing industry of Batam City, as evidenced by the T Statistic value of 0.297 and P-Value of 0.767. This finding contrasts with studies by (Setyowati et al., 2023) and (Megasari et al., 2022), which found that motivation positively influences OCB. However, in this industrial setting, other factors like competitive pressures or a lack of supportive policies may diminish the effect of motivation on proactive behavior. Additionally, (Purdjarini & Tanuwijaya, 2023) also highlight that intrinsic motivation may not directly impact innovative work behavior, which may also explain the lack of significant result in OCB. Therefore, it is crucial to consider other relevant factors in designing human resource management strategies to enhance effectiveness.

**Relationship between Job Satisfaction and OCB.** The analysis indicates that job satisfaction significantly influences OCB, as evidenced by the T statistic of 5.774 and P-Value of 0.000. Therefore, the more satisfied an employee with their job, the higher the likelihood of engaging in OCB. This is supported by previous research, such as (Pramezwarly et al., 2022), who found a significant relationship between job satisfaction and OCB. This can also enhance productivity, loyalty, and foster a harmonious and collaborative work environment where employees feel supported and valued. Consequently, management can devise strategies to enhance OCB levels within the organization by maintaining employee job satisfaction.

**Relationship between Leadership and OCB.** The analysis indicates that leadership significantly influences OCB, as evidenced by the T statistic of 8.916 and P-value of 0.000. Continuously improving leadership will foster OCB behaviors among employees. This is consistent with research by (Novianti, 2021) and (Ningsih et al., 2023), who found a significant impact of leadership on OCB. For example, providing inspiration and influence to employees to achieve organizational goals as effectively as possible. Strengthening the relationship between leadership and OCB can be a strategy to achieve long-term goals and enhance organizational performance

**Relationship between Motivation and Job Satisfaction.** The analysis indicates that motivation significantly influences job satisfaction, as evidenced by the T statistic of 2.839 and P-value of 0.000. This result aligns with findings by (Salmaini et al., 2023) and (Hidayati et al., 2022), who both report that motivated employees are more likely to experience higher job satisfaction. Therefore, the higher a person's motivation towards achievement, the higher their job satisfaction will be. Motivation acts as a driver to achieve satisfaction/goals, which is closely related to behavior and serves as a crucial force in enhancing employee performance and job satisfaction. For example, organizations can enhance employee motivation through incentives, developmental opportunities, and by creating a work environment that supports the development and achievements of individuals or groups, thereby improving job satisfaction and ultimately enhancing employee well-being and overall organizational performance.

**Relationship between Motivation and Leadership.** The analysis result indicates a significant relationship between motivation and leadership, as evidenced by the T Statistic value of 20.101 and P-Value of 0.000. This finding supports the conclusions of (Kaunda & Yangailo, 2023) and (Ginting et al., 2021). High motivation among employees fosters proactive leadership qualities, including the ability to set vision and create a collaborative and harmonious work environment. Leaders who understand the motivational needs of their team members can affectively optimize their potential, thereby enhancing organizational success and performance.

**Relationship between Motivation on OCB with Job Satisfaction as Mediation.** The analysis results indicate a significant indirect effect of motivation on OCB through job satisfaction, as evidenced by the T statistics value of 5.950 and P-value of 0.000. This support the findings of (Salman Faris et al., 2024), which indicate that motivated employees tend to be more satisfied with their jobs, which in turn influences their engagement in OCB. When employees are motivated, they tend to be more committed to proactive activities beyond their routine tasks, such

as helping colleagues or actively participating in organizational activities. Therefore, management should prioritize and foster employee motivation as a strategy to enhance not only job satisfaction but also their engagement in organizational behaviors that support long-term goals and sustainability.

**Relationship between Motivation on OCB with Leadership as Mediation.** Motivation indirectly influences OCB through leadership, as evidenced by the T statistic value of 8.238 and P-value of 0.000. This aligns with research by (Kadarusman & Yuningsih, 2023), which found that leadership styles can mediate the relationship between motivation and OCB. (Arshad et al., 2021) also found a positive relationship between prosocial motivation and OCB, mediated by managerial support. The role of leadership as mediator in this relationship highlights the importance of leaders in creating a work environment that supports OCB. Leaders are not only authoritative figures but also catalysts that facilitate the expression of individual motivation into concrete actions beneficial to the organization.

Human resource management can focus more on developing leadership skills that support employee motivation. Through appropriate leadership training, organizations can enhance the level of OCB among employees, which in turn can contribute to higher productivity and a more positive overall work climate.

### **3. CONCLUSION & SUGGESTION**

This research found that motivation does not have a significant influence on OCB. This suggest that other factors may play a greater role in driving OCB in this industrial environment. Conversely, job satisfaction has a significant impact on OCB. Employees who are satisfied with their jobs are likely to exhibit proactive and contributive behavior. Leadership also has a significant influence on OCB. Effective leadership can encourage employees to demonstrate OCB, which positively impacts organizational performance. Additionally, motivation has been proven to have a significant influence on job satisfaction and leadership in the manufacturing industry in Batam City. This research also found that motivation indirectly affects OCB through job satisfaction and leadership. Motivation increases job satisfaction and leadership qualities, which in turn will increase OCB.

Based on the conclusions above, it is recommended that management in the manufacturing industry in Batam City focus on improving job satisfaction and leadership quality to enhance OCB. Strategies such as providing incentives, opportunities for promotion or self-development, and a supportive work environment can increase employee motivation and job satisfaction, which in turn will enhance OCB. Additionally, effective leadership training should be conducted to ensure that leaders can inspire and positively influence employees.

This research is limited to the manufacturing industry in Batam City, so the results may not be generalizable to other industries or locations. Therefore, future research should expand the

scope to include various industries and different locations to obtain a more comprehensive understanding of the factors influencing OCB.

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