

THE INFLUENCE OF TRUST, MILITARY LEADERSHIP, AND ORGANIZATIONAL ENVIRONMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH ORGANIZATIONAL COMMITMENT AS A MEDIATOR AMONG FIRST OFFICERS IN KOARMADA-I

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ABSTRACT

This study aims to analyze the factors that influence the organizational citizenship behavior of First Officers in Koarmada-I. In this study, the variables selected to be the factors that influence organizational citizenship behavior are trust, leadership, environment and organizational commitment. This research is a type of quantitative research. The sample consisted of 143 respondents who were First Officers in Jakarta's Koarmada-I. The analytical method of this study uses descriptive analysis, validity test, reliability test, and Structural Equation Modeling (SEM) hypothesis testing. The results of the study prove that Trust has a significant effect on Organizational Commitment, Trust has no significant effect on Organizational Citizenship Behavior, Military leadership has no significant effect on Organizational Commitment, Military leadership has a significant effect on Organizational Citizenship Behavior, Environment has a significant effect on Organizational Commitment, Environment has no significant effect on Organizational Citizenship Behavior, Organizational Commitment influences Organizational Citizenship Behavior, There is an indirect effect of Trust on Organizational Citizenship Behavior through Organizational Commitment, There is no indirect effect of Military leadership on Organizational Citizenship Behavior through Organizational Commitment, There is an indirect effect of Environment on Organizational Citizenship Behavior through Organizational Commitment

Keywords: Trust, Military Leadership, Organizational Environment, Organizational Commitment, Organizational Citizenship Behavior.

INTRODUCTION

One of the global strategic issues in human resource management (HRM) that is currently receiving attention is extra-role behavior, commonly known as organizational citizenship behavior (OCB). Organ (1988) in Naway (Naway & Haris, 2017) defines OCB as "beneficial and constructive attitudes displayed by organizational members that are valued or appreciated by officials, but are not directly related to individual productivity or inherent in the enforceable requirements of individual roles." This definition emphasizes that OCB reflects behavior beyond the expected role and responsibilities of organizational members. The Naval Fleet Command (Koarmada) is the main command of the Indonesian National Armed Forces (TNI) Navy (AL), which oversees the Indonesian maritime territory. The current strength of the TNI-AL is divided into three (3) Koarmada units, namely Koarmada-1 based in Jakarta, overseeing the western maritime region, Koarmada-2 based in Surabaya, overseeing the central maritime region, and Koarmada-3 based in Sorong, overseeing the eastern maritime region. In terms of personnel, types, and quantities of its fleet, the strength of Koarmada is aimed at building capabilities for military operations in war (MOW) and military operations other than war (MOOTW) as mandated by the Indonesian Republic Law number 34 of 2004 concerning the TNI. In implementing this mandate, Koarmada I has the following tasks:

As the Command Operations, Koarmada I is responsible for conducting maritime intelligence operations to support naval operations, conducting naval combat operations in the context of Military Operations in War (MOW), both joint operations and independent operations, conducting Military Operations Other Than War (MOOTW), including daily maritime operations and maritime security operations within its territory in accordance with the policies of the TNI Commander. As the Command for Development, Koarmada I is tasked with developing the capabilities and strength of the Integrated Fleet Weapon System (SSAT), developing naval warfare capabilities, maintaining operational readiness to carry out Military Operations in War (MOW) and Military Operations Other Than War (MOOTW) for sea control and projection of force to land through the sea to uphold sovereignty and maritime law enforcement in accordance with the policies of the TNI Commander, as well as developing maritime potential into a defense and security force at sea, under the control of Pangkoarmada I and accountable to the Chief of Staff of the Navy.

From the strategic position of Koarmada I, the Headquarters of Koarmada I is located in the capital city, Jakarta. As one of the supporting forces for the security of the capital city from a maritime defense perspective, Koarmada I has the responsibility of securing the capital city and all aspects within it from the perspective of defense from and to the sea. Another strategic position related to the working area of Koarmada I compared to Koarmada II and III is that Koarmada I has five maritime border regions with neighboring countries, including India, Singapore, Malaysia, Thailand, and Australia. The current dynamic organizational work demands good teamwork and flexibility from all personnel within the organization. In carrying out organizational tasks, personnel with good attitudes and behaviors are needed, such as assisting other personnel in the team, volunteering for extra work, avoiding conflicts with coworkers, complying with regulations, and tolerating occasional workload and disruptions. Successful organizations have members who go beyond their formal job responsibilities and freely contribute their time and energy to succeed in assigned tasks. Such behaviors are not mandatory but contribute to the smooth functioning of the organization.

As new employees in the Indonesian Navy (TNI-AL) environment, new Pama personnel from various disciplines and regions also require guidance or development of extra-role behavior (OCB) to enhance the effectiveness of organizational performance without neglecting individual productivity goals. Many factors influence the emergence of OCB; Organ (1995) in Muhdar (2015) states that factors influencing the emergence of OCB include organizational culture and climate, personality and mood, perception of organizational support, perception of the quality of supervisor-subordinate relationships/interactions, length of service, and gender. Research studies by Novianti (2021); Al Faruqi et al (2019); Pratama and Putri (2019); Pertiwi et al (2018); and Nurjanah et al (2020) show the indirect influence of leadership on organizational citizenship behavior through organizational commitment. Research studies by Arviah and Lo (2020); Hernani and Palupiningdyah (2020); Claudia (2018); Ariyani et al (2016); and Pitaloka and Sofia (2014) demonstrate the indirect influence of the environment on organizational citizenship behavior through organizational commitment.

RESEARCH METHOD

The data in this study are primary data in the form of respondents' answers to the questionnaire items in the research instrument. The data analysis techniques used in this study include: (1) descriptive data analysis, and (2) inferential data analysis. Descriptive analysis is used to describe each respondent's answers derived from the questionnaire created by the researcher, providing explanations or descriptions of a data or situation. The approach to descriptive data analysis includes presenting data through tables or graphs. Conclusions drawn from descriptive

analysis are based on the available data set. Inferential analysis and hypothesis testing in this study were conducted using the SEM (Structural Equation Modeling) approach with PLS (Partial Least Squares) software. The research data analysis was performed using the Smart PLS application program.

RESULTS AND DISCUSSION

Next, an outer model testing is conducted to assess validity and reliability using SmartPLS. Reliability indicators are determined by the extent to which the indicator variance can be explained by the latent variable, considering the loading factor values of each indicator. If the loading factor value is lower than 0.7, the indicator should be eliminated from the model. Internal consistency or construct reliability can be calculated based on the composite reliability value, which should be greater than 0.6, or the Cronbach's alpha value, which should be greater than 0.7. Convergent validity can be assessed using the Average Variance Extracted (AVE), which should be greater than 0.5 to indicate good convergent validity. Discriminant validity is evaluated by comparing the square root of the AVE value with the inter-construct correlations or by comparing the AVE value with the squared correlations between constructs (Hair Jr et al., 2010).

Table Outer Model Testing Results

Indikator	Loading	Cronbach's Alpha (α)	Composite Reliability (CR)	Average Variance Extracted (AVE)
T1	0.866			
T10	0.918			
T11	0.865			
T12	0.891			
T13	0.919			
T14	0.912			
T15	0.892			
T16	0.930			
T17	0.889			
T18	0.909			
T19	0.903			
T2	0.890	0.989	0.990	0.797
T20	0.932			
T21	0.876			
T22	0.899			
T23	0.885			
T24	0.844			
T25	0.801			
T3	0.889			
T4	0.893			
T5	0.901			
T6	0.890			
T7	0.907			
T8	0.925			

T9	0.878			
ML1	0.837			
ML10	0.856			
ML11	0.887			
ML12	0.853			
ML13	0.876			
ML14	0.915			
ML15	0.905			
ML16	0.819			
ML17	0.913			
ML18	0.906			
ML19	0.946			
ML2	0.927	0.988	0.989	0.795
ML20	0.892			
ML21	0.903			
ML22	0.916			
ML23	0.908			
ML3	0.900			
ML4	0.882			
ML5	0.851			
ML6	0.919			
ML7	0.868			
ML8	0.948			
ML9	0.866			
E1	0.863			
E10	0.862			
E11	0.905			
E12	0.919			
E13	0.885			
E14	0.884			
E15	0.872			
E16	0.896			
E17	0.925			
E18	0.906	0.984	0.985	0.769
E19	0.895			
E2	0.848			
E20	0.900			
E3	0.853			
E4	0.824			
E5	0.759			
E6	0.844			
E7	0.855			
E8	0.920			
E9	0.912			
OC1	0,878			
OC10	0,849	0.964	0.968	0.718

OC11	0,855			
OC12	0,847			
OC2	0,863			
OC3	0,913			
OC4	0,918			
OC5	0,877			
OC6	0,765			
OC7	0,762			
OC8	0,730			
OC9	0,886			
OCB1	0.911			
OCB10	0.947			
OCB11	0.953			
OCB12	0.957			
OCB13	0.944			
OCB14	0.890			
OCB15	0.730			
OCB16	0.916			
OCB17	0.918			
OCB18	0.875	0.988	0.989	0.829
OCB2	0.911			
OCB3	0.924			
OCB4	0.934			
OCB5	0.936			
OCB6	0.941			
OCB7	0.930			
OCB8	0.940			
OCB9	0.806			

All research variables have Cronbach's Alpha values > 0.7 , and all variables have Composite Reliability values > 0.6 , indicating that the reliability of the four variables is good or reliable. The calculation results of Average Variance Extracted (AVE) for all variables are > 0.5 , indicating that Convergent Validity has met the requirements.

Table R Square Calculation Table

	R Square
<i>Organizational Commitment</i>	0.762
<i>Organizational Citizenship Behavior</i>	0.791

The table above shows the R Square, the first model where Organizational Commitment is the dependent variable with Trust, Military Leadership, and Environment as independent variables has an R-Square value of 0.762. This means that the model explains 76.2% of the variance in the dependent variable, while the remaining 23.8% is influenced by other variables outside the model. Similarly, the second model where OCB is the dependent variable with Trust, Military Leadership, Environment, and Organizational Commitment as independent variables has an R-Square value of 0.791. This indicates that the model explains 79.1% of the variance in the dependent variable, while the remaining 20.9% is influenced by other variables outside this model. The structural model, or inner model, depicts the relationships between latent variables evaluated using path coefficients. The t-statistic or t-value represents the significance of the path coefficients in the

structural model. Through bootstrapping, the analysis of the data yields the following results as shown in the figure below.

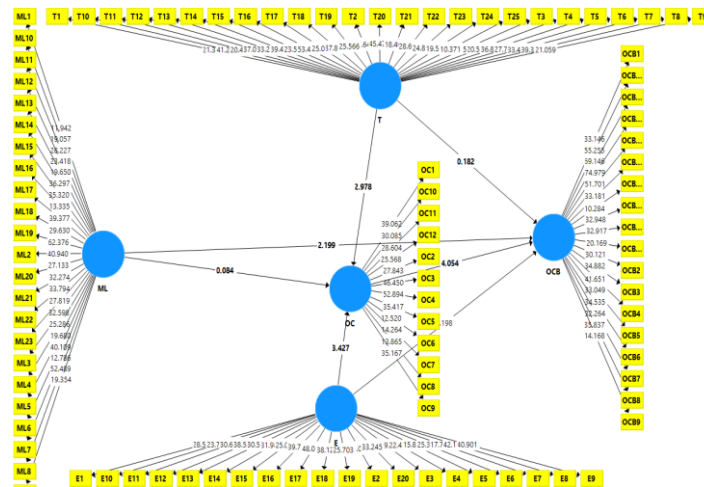


Image 4.7 Structural Model Source:
Data processed by the Researcher (2023)

Image represents the results of the structural model testing in this study, which are fully explained in Table 4.9. The structural equation model is used to examine whether the hypothesized relationships are significant or not. If the t-value in the structural equation model results is >1.96 , it indicates a significant influence between variables, and the hypotheses can be accepted (Hair et al., 2013; Chin, 1998). Conversely, if the t-value is <1.96 , it indicates a non-significant influence between variables (Hair et al., 2013; Chin, 1998). Based on Table 4.9, it is known that out of the 10 relationships between variables, 6 relationships have t-values >1.96 , indicating a significant relationship between those variables. On the other hand, 4 relationships between variables have t-values <1.96 , indicating a non-significant relationship.

Table Hypothesis Testing Results Table

H	Pengaruh	O	M	SD	T-values	P-values	Results
1	T -> OC	0,427	0,444	0,143	2,978	0,002	Supported
2	T -> OCB	0,035	0,028	0,194	0,182	0,428	Not supported
3	ML -> OC	0,014	-0,001	0,172	0,084	0,467	Not supported
4	ML -> OCB	0,408	0,388	0,186	2,199	0,014	Supported
5	E -> OC	0,449	0,448	0,131	3,427	0,000	Supported
6	E -> OCB	-0,038	-0,003	0,193	0,198	0,422	Not supported
7	OC -> OCB	0,524	0,511	0,129	4,054	0,000	Supported
8	T -> OC -> OCB	0,224	0,227	0,094	2,369	0,009	Supported
9	ML -> OC -> OCB	0,008	0,001	0,090	0,084	0,467	Not supported
10	E -> OC -> OCB	0,235	0,225	0,079	2,964	0,002	Supported

Hypothesis Testing 1 (H1) Influence of Trust on Organizational Commitment

Table shows that Trust has a significant influence on Organizational Commitment with a significance level of 0.002, which is smaller than 0.05. For every 1 unit increase in Trust, Organizational Commitment will increase by 0.427 units. These findings are consistent with the

studies conducted by Ghimire (2018), Rédha et al. (2022), Kumar and Saha (2017), Abdel Rahman et al. (2021), and Ha and Lee (2022), which also showed the influence of trust on organizational commitment. This implies that trust can stimulate the development of strong organizational commitment. The empirical results suggest that the implementation of trust indicators can have an impact on the organizational commitment of First Officers who are newly assigned or have been serving for a year in Koarmada-I Jakarta. Therefore, trust practices can contribute to the cultivation of positive organizational commitment among these First Officers. The highest indicators of trust that should be emphasized are "I acknowledge and respect the values related to the organizational culture in Koarmada-1" (T20) and "Koarmada-1 provides sufficient tolerance for the difficulties faced by its employees" (T16).

Hypothesis testing second (H2) Influence of Trust on Organizational Citizenship Behavior.

Table 4.9 shows that Trust does not have a significant influence on Organizational Citizenship Behavior with a significance value of 0.428, which is greater than 0.05. This result is not consistent with the studies conducted by Leelamanothum et al. (2018), Priyadi (2017), Halilintar and Kusmiyanti (2022), Pratama and Putri (2019), and Dhiman and Sharma (2021) that indicate the influence of trust on organizational citizenship behavior. This implies that trust cannot stimulate the development of good OCB among First Lieutenants who have been assigned to Koarmada-I Jakarta for one year. This empirical result can be interpreted as the implementation of trust indicators may not have an impact on OCB. Therefore, trust practices may not be effective in fostering good OCB. The indicators that need to be given attention are "I acknowledge and respect the values related to the organizational culture in Koarmada-1" (T20) and "Koarmada-1 provides sufficient tolerance for the difficulties faced by its employees" (T16).

Hypothesis testing three (H3) The Influence of Military Leadership on Organizational Commitment

Table 4.9 shows that Military Leadership does not have a significant influence on Organizational Commitment with a significance level of 0.467, which is greater than 0.05. This result is not consistent with previous studies conducted by Khan (2017), Negoita & Deselnicu (2018), Setyaningrum (2017), Palupi et al. (2017), and Ausat et al. (2022) which demonstrate the influence of leadership on organizational commitment. This implies that military leadership may not effectively stimulate the development of a strong Organizational Commitment among First Lieutenants who have been assigned to Koarmada-I Jakarta for one year. The empirical findings suggest that there may be other factors or variables outside the model that have a stronger influence on Organizational Commitment. Further research is needed to explore the specific dynamics between military leadership and Organizational Commitment in the context of Koarmada-I Jakarta.

Hypothesis Testing Four (H4) The Influence of Military Leadership on Organizational Citizenship Behavior

Table 4.9 shows that Military Leadership has a significant influence on Organizational Citizenship Behavior with a significance level of 0.014, which is smaller than 0.05. For every 1-unit increase in Military Leadership, Organizational Citizenship Behavior will increase by 0.408 units (total effect). This result is consistent with previous studies conducted by Arifin et al. (2022), Nurbaety & Rojuaniah (2022), Mohd Zaki et al. (2021), and Howladar and Rahman (2021), which demonstrate the influence of leadership on organizational citizenship behavior. This implies that military leadership can stimulate the development of positive Organizational Citizenship Behavior. The empirical findings suggest that by implementing the indicators of military leadership, there will be an influence on the Organizational Citizenship Behavior of First Lieutenants who have been assigned to Koarmada-I Jakarta for one year. Therefore, the practices of Military Leadership can contribute to the development of positive Organizational Citizenship

Behavior among First Lieutenants who have been assigned to Koarmada-I Jakarta for one year. The highest indicators of military leadership that should be noted are "My leader provides a positive vision of the future and optimism" (ML8) and "My leader actively utilizes the potential and abilities of subordinates" (ML19).

Hypothesis Testing fifth (H5) The Influence of Environment on Organizational Commitment.

Table 4.9 shows that Environment has a significant effect on Organizational Commitment with a significance level of 0.00 (***) which is smaller than 0.05. For every increase of 1 unit in Environment, Organizational Commitment will increase by 0.449 units. This result is consistent with the research conducted by Nyongesa (2018), Ikhsani et al. (2022), Irawan and Ie (2021), Frastika and Franksiska (2021), and Zhenjing et al. (2022), which show the influence of environment on organizational commitment. This implies that Environment can stimulate the creation of a positive Organizational Commitment. The empirical findings suggest that implementing the indicators of Environment will have an impact on the Organizational Commitment of the First Officers who have been assigned and serving for a year in Koarmada-I Jakarta. Therefore, the practices related to Environment can contribute to the improvement of Organizational Commitment among the First Officers who have been assigned and serving for a year in Koarmada-I Jakarta. The highest indicators to be considered in the Environment are "I feel that my colleagues are friendly enough" (E17) and "I receive support from my superiors in my work" (E8).

Hypothesis testing six (H6) The Influence of Environment on Organizational Citizenship Behavior

Table 4.9 shows that Environment does not have a significant influence on Organizational Citizenship Behavior with a significance of 0.422, which is greater than 0.05. This result is not consistent with the studies conducted by Khaerudin et al (2022), Ahmad et al (2020), Yulianto (2022), and Rinaldi and Riyanto (2021) that show the influence of environment on organizational citizenship behavior. This implies that the environment cannot stimulate the development of good OCB among the First Officers who have been assigned for one year at Koarmada-I Jakarta. The empirical results suggest that the implementation of the environment indicators will have an influence on OCB. Therefore, military leadership practices can foster the development of good OCB. The highest indicator that should be considered is "I feel that my colleagues are friendly enough" (E17) and "I receive support from my superiors in my work" (E8).

Hypothesis testing seven (H7) The Influence of Organizational Commitment on Organizational Citizenship Behavior

Table 4.9 shows that Organizational Commitment has a significant influence on Organizational Citizenship Behavior with a significance level of 0.00 (***), which is smaller than 0.05. For every 1 unit increase in Organizational Commitment, Organizational Citizenship Behavior will increase by 0.524 units (total effect). This result is consistent with the studies conducted by Sukrisnawati et al (2019), Wijaya (2019), Kristian and Ferijani (2020), Iskandar et al (2019), and Wilkanandya & Sudarma (2020) that show the influence of organizational commitment on organizational citizenship behavior. This implies that Organizational Commitment can stimulate the development of good organizational citizenship behavior. The empirical results suggest that the implementation of the indicators of Organizational Commitment will have an influence on Organizational Citizenship Behavior among the First Officers who have been assigned for one year at Koarmada-I Jakarta. Therefore, Organizational Commitment practices can foster the development of good OCB. The highest indicator of Organizational Commitment that should be considered is "I like the organizational support from Koarmada-1" (OC4) and "I need work experience in Koarmada-1" (OC3).

Hypothesis testing eight (H8) The Indirect Influence of Trust on Organizational Citizenship Behavior through Organizational Commitment

Table 4.9 shows that the indirect influence of Trust on Organizational Citizenship Behavior through Organizational Commitment is 0.224. This means that for every 1 unit increase in Trust, Organizational Citizenship Behavior will increase by 0.224 units through Organizational Commitment. This result is consistent with the studies conducted by Zeinabadi and Salehi (2011), Makhdoom et al (2016), and Malik and Siddiqui (SSRN-id3757536) that show the indirect influence of trust on organizational citizenship behavior through organizational commitment. There is an indirect influence of Trust on Organizational Citizenship Behavior. Empirically, this explains that organizational commitment that fails to create a situation and conditions that can stimulate the development and distribution of trust will impact the enhancement of officer capabilities, which in turn affects the creation of good OCB.

Hypothesis Testing Nine (H9) Indirect Influence of Military Leadership on Organizational Citizenship Behavior through Organizational Commitment

Table 4.9 shows that there is no indirect influence of Military Leadership on Organizational Citizenship Behavior through Organizational Commitment. This result contradicts the research conducted by Novianti (2021); Al Faruqi et al. (2019); Pratama and Putri (2019); Pertiwi et al. (2018); and Nurjanah et al. (2020), which indicate the indirect influence of leadership on organizational citizenship behavior through organizational commitment. There is no indirect influence of Military Leadership on Organizational Citizenship Behavior through Organizational Commitment. Empirically, this explains that organizational commitment is unable to create situations and conditions that can stimulate the development and distribution of military leadership effectively, which consequently affects the improvement of officer capabilities and the creation of good OCB.

Hypothesis Testing Ten (H10) Indirect Influence of Environment on Organizational Citizenship Behavior through Organizational Commitment

Table 4.9 shows that the indirect influence of Environment on Organizational Citizenship Behavior through Organizational Commitment is 0.235. This means that for every 1 unit increase in Environment, Organizational Citizenship Behavior will increase by 0.235 units through Organizational Commitment. This result is consistent with the research conducted by Arviyah and Lo (2020); Hernani and Palupiningdyah (2020); Claudia (2018); Ariyani et al. (2016); and Pitaloka and Sofia (2014), which indicate the indirect influence of the environment on organizational citizenship behavior through organizational commitment. There is an indirect influence of Environment on Organizational Citizenship Behavior through Organizational Commitment. Empirically, this explains that organizational commitment is able to create situations and conditions that can stimulate the development and distribution of the environment effectively, which consequently leads to the improvement of officer capabilities and the creation of good OCB.

Total Effect Influence

Referring to Table 4.9 regarding the total effect of each independent variable (T, ML, E) and the mediating variable (OC) on the dependent variable (OCB). This phenomenon indicates that in the military organization (KOARMADA-1), the formation of OCB among First Officers is highly influenced by military leadership (ML). McConville and Miller (2019) in their book "Army Leadership and The Profession" reveal that Leadership is the activity of influencing people by providing goals, direction, and motivation to achieve the mission and improve the organization. Leadership as a combat power element, combined with information, unifies the functions of war (movement and maneuver, intelligence, combat, maintenance, protection, and command and control). Leadership focuses and synchronizes the organization. Leaders inspire people to be enthusiastic and motivated to achieve desired outcomes. A Military leader is anyone who, based

on their role or assigned responsibilities, inspires and influences people by providing goals, direction, and motivation to achieve the mission and improve the organization.

Nissinen (2001) in his book "Military Leadership" states that in the new paradigm of military leadership, there are two prominent leadership styles, namely transactional leadership and transformational leadership. The core of personality growth is the development of values. Value education and values have recently become the main topic of discussion in military training, especially as part of the officer ethos. From the perspective of the new leadership training program, there is an assumption in the background of leadership behavior that the growth of a military leader is often related to value choices. These value choices then consciously and unconsciously guide individual behavior. In relation to trust, Vanhala and Tzafirir (2021) define interpersonal trust as "the positive expectations of individual employees about the competence, virtue, and reliability of their colleagues and immediate managers, resulting from positive reciprocal interactions in the past"; while impersonal trust is defined as "the expectations of individual employees about the capabilities and fairness of the employing organization". Vanhala and Tzafirir's (2021) opinion indicates that interpersonal trust is influenced by colleagues, especially by managers or direct supervisors. Thus, good military leadership will influence the positive expectations of individuals (First Officers) about the competence, virtue, reliability, capabilities, and fairness of the organization, in this case, KOARMADA-1.

In relation to the environment, according to Wan Husin and Redzuan (2018), the work environment includes employee safety, job security, good relationships with colleagues, recognition, and participation in decision-making processes. Once employees realize that the organization recognizes and values their work, they will have a high level of commitment and ownership towards their organization. In a military organization, fatigue is a major actor related to job satisfaction, leading to personnel leaving their jobs. Command, namely leadership, is one of the most significant factors influencing job satisfaction among soldiers. Wan Husin and Redzuan's (2018) opinion suggests that military leadership (ML) plays an important role in creating a work environment (E) through job satisfaction among First Officers in the KOARMADA-1 environment. In relation to organizational commitment (OC), the findings of this research indicate that the role of military leadership (ML) greatly influences the establishment of organizational commitment (OC) among First Officers in the KOARMADA-1 environment. The previous description implies the importance of the role of military leadership (ML) in shaping organizational commitment (OC) and organizational behavior (OCB) of First Officers in KOARMADA-1. The findings of this research open up opportunities for further research on military leadership (ML) and the influencing factors

CONCLUSION

Trust significantly influences Organizational Commitment with a significance of 0.002, which is smaller than 0.05. Trust does not significantly influence Organizational Citizenship Behavior with a significance of 0.428, which is greater than 0.05. Military Leadership does not significantly influence Organizational Commitment with a significance of 0.467, which is greater than 0.05. Military Leadership significantly influences Organizational Citizenship Behavior with a significance of 0.014, which is smaller than 0.05. Environment significantly influences Organizational Commitment with a significance of 0.00, which is smaller than 0.05. Environment does not significantly influence Organizational Citizenship Behavior with a significance of 0.422, which is greater than 0.05. Organizational Commitment significantly influences Organizational Citizenship Behavior with a significance of 0.00, which is smaller than 0.05. There is an indirect influence of Trust on Organizational Citizenship Behavior through Organizational Commitment, which is 0.224. There is no indirect influence of Military Leadership on Organizational Citizenship

Behavior through Organizational Commitment. There is an indirect influence of Environment on Organizational Citizenship Behavior through Organizational Commitment, which is 0.235.

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