







“The role of followership on organizational citizenship behavior in the service industry: A double mediation model”

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THE ROLE OF FOLLOWERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN THE SERVICE INDUSTRY: A DOUBLE MEDIATION MODEL

Abstract

Competition in service industries is fierce, so operational efficiency and cost-effectiveness can be implemented by optimizing internal resources to increase competitive advantage. This study aims to investigate the role of followership in enhancing organizational citizenship behavior (OCB) with double mediating mechanisms, such as job satisfaction and organizational commitment. This study was conducted on food distributor service companies in Indonesia and employees as respondents. Questionnaires were used to collect data, which were using convenience sampling. Then, 131 data points were gathered and prepared for analysis using the G-Power minimum sample size. Data analysis was conducted using structural equation modeling with the SmartPLS application. The results showed that followership significantly influenced OCB, job satisfaction, and organizational commitment. Furthermore, it was also observed that job satisfaction showed an effect on OCB. However, organizational commitment does not affect OCB. Furthermore, during mediation testing, only job satisfaction was found to successfully mediate and act as a connecting variable between followership and OCB. This study has contributed to the cognitive resonance theory and suggests that service companies consider leadership followership in order to enhance OCB among their employees efficiently. It also recommended that employees should first exhibit job satisfaction before engaging in extra-role behaviors for the company.

Keywords

followership, job satisfaction, organizational commitment, OCB, service industry

JEL Classification

J24, O34, D83, L25

INTRODUCTION

Organizational Citizenship Behavior (OCB) is the willingness to perform tasks beyond the required workload voluntarily by organizational members/employees independently (Podsakoff et al., 2000). Of course, this behavior is highly worthwhile for organizations in highly competitive business (Nurjanah et al., 2020). OCB comprises voluntary employee actions that broaden outside their official duty and are not directly acknowledged in the reward system (Podsakoff & MacKenzie, 2014). It is important to clarify that followers with better OCB do not expect rewards for their extra efforts; rather, these behaviors are exhibited voluntarily and spontaneously (Organ, 2006). To enhance OCB among employees, organizations are necessitated to identify the factors that lead to its improvement. OCB is an important variable to research, especially in the service industry, because this extra behavior can illustrate employee loyalty and employee commitment to the organization (Lee & Gong, 2023).

This study aimed to investigate the OCB of the employees working in one of the major food distribution companies in Indonesia. Hence,

the study attempted to fill the gap with mediating variables, namely job satisfaction and organizational commitment, with the objective of providing a new perspective on the research concept. Furthermore, Leung et al. (2018) and Winton (2022) indicated that job satisfaction could be enhanced by followership. Then, Kim and Kim (2019) and Nurdin and Nawangsari (2019) prove that followership has a positive effect on organizational citizenship behavior. In accordance with this, the study aimed to examine the application of Kelley's Followership theory in the business organization (Kelley, 1992). It also sought to analyze the mediating roles of job satisfaction in the influence of Followership on OCB and organizational commitment. In this regard, it is crucial to clarify that the novelty of this study lies in the use of mediation mechanisms in service companies in Indonesia.

1. LITERATURE REVIEW AND HYPOTHESES

The model this study proposes draws upon cognitive dissonance theory (Festinger, 1957), which explains the role of followership in job satisfaction and organizational commitment and its role in OCB. This theory has the assumption that we always look for consistency between beliefs, values, and attitudes or behavior (Hinojosa et al., 2017). When a discrepancy occurs, individuals will feel uncomfortable and look for ways to reduce the psychological tension (Kim, 2011). Cognitive dissonance theory says that when cognitive dissonance occurs, individuals will try to reduce the psychological tension in various ways (Joule & Beauvois, 1997).

According to cognitive dissonance theory, employees seek justification by revamping their manner to confirm their actions (Aronson & Mills, 1976). Similarly, the theory of followership proposed by Kelley (1992) stated that followership is the capacity and desire of followers to take certain actions to participate in achieving organizational objectives. Essentially, it has been established that employees who are willing to perform the actions mentioned in the followership theory are those who have high job satisfaction (Leung et al., 2018). In addition, the findings from Jin et al. (2016), Wang and McChamp (2019), and Winton (2022) indicated that job satisfaction can be enhanced by followership.

Leadership is a crucial aspect of any organization, and it always comprises subordinates or followers, thereby making the concept of followership an important consideration (Deale et al., 2018). Building upon this definition, followership can be comprehended as the voluntary and intrinsic motivation exhibited by employees to actively engage, think

critically alongside colleagues, adhere to organizational guidelines, and collaborate in assisting leaders in achieving their objectives (Carsten et al., 2018). It is crucial to make clear that followers and leaders are inherently intertwined, and within organizations, followership is regarded as a symbiotic relationship that unites leaders and their followers (Malakyan, 2014). The expression of the entire attitude individuals demonstrate towards their job, reflecting the perceived gap between the rewards an employee receives and their expectations is a form of satisfaction (Yulia, 2016). Various studies have been carried out on job satisfaction with the aim of comprehending its influence on the attitudes and behaviors exhibited by individuals within an organization (Wilkin, 2013). Following this subject matter, in order to possess employees with high Job satisfaction, companies must identify ways to motivate the workers and reduce instances of dissatisfaction through appropriate measures (Tietjen & Myers, 1998). This finding is in line with that of Blair and Bligh (2018), where leaders and followers within an organization were classified as inseparable, impartible, and impossible to understand one without the other.

As stated by Blanchard et al. (2009), the idea of followership is connected to certain ideals about living in an organization and encouraging positive conduct there. According to Kelly (1992), followership is "the ability and willingness of individuals to act with intelligence, independence, courage, and a sense of ethics to act to complement leadership". Positive behaviors in the workplace that occur when staff members are prepared to go above and beyond what is requested of them and show aid when needed are known as organizational citizenship behaviors (Graham, 1991). In addition, one factor linked to constructive behavior inside a company is organizational citizenship behav-

ior. Followership and organizational citizenship behavior are related (Liu et al., 2022). This demonstrates how organizational citizenship behavior aligns with followership metrics, including active engagement (Aghaei et al., 2023). Leaders and followers are inherently interconnected, and within organizational contexts, followership is perceived as a partnership between leaders and their followers (Uhl-Bien et al., 2014). Additionally, in leadership theory, leaders and followers are considered relational entities that should be studied within the context of their mutual interaction (Horner, 1997). As followers hold influential relationships not only with leaders but also with their fellow followers, collaborative employees become an essential support system for effective leadership (Uhl-Bien, 2021). In this regard, both leaders and followers engage in interactive relationships, and in many cases, specifically within organizational settings, individuals may need to fulfill both leadership and followership roles (Stern, 2021). According to Jin et al. (2016), both leaders and followers must possess two distinct characteristics, which include independent critical thinking and active engagement. Previous findings have indicated that OCB is influenced by followership. Research by Ahn et al. (2018), Kim and Kim (2019), and Nurdin and Nawangsari (2019) demonstrates how followership influences organizational citizenship behavior in a favorable way.

A persons' level of job satisfaction or unhappiness is determined by the correlation between their job expectations and their actual performance at work (Armstrong & Taylor, 2014). A formal incentive system known as OCB does not always identify the behavior of voluntarily choosing to engage in activities that promote the successful operation of an organization, even though OCB is the desire to work more to fulfill organizational goals (Odek, 2018). Companies frequently aim to establish an environment where employees are highly engaged and willing to participate in activities and duties that fall outside of their formal job description (Naqshbandi & Kaur, 2014; Randhawa & Kaur, 2015). Apparently, not much research has been done on how job satisfaction affects OCB (Nguni et al., 2006; Günay, 2018; Fitrio et al., 2019; Salehi & Gholtash, 2011; Tharikh et al., 2016; Dubey et al., 2023; Cek & Eyupoglu, 2020). Previous studies on hospital nurses in Taiwan have demonstrated a strong and

favorable relationship between organizational citizenship behavior and nurse job satisfaction (Tsai & Wu, 2010). Based on the findings of a meta-analysis, Barnes et al. (2013) came to the conclusion that the behavior of organizational members toward each other and the organization positively correlates with job satisfaction. Several previous studies have proven that job satisfaction has a positive effect on organizational citizenship behavior, as in the studies by Soelton et al. (2020) and Saifi and Shahzad (2017). Kaur and Kang (2021) show that job satisfaction is positively related to OCB. Several studies reveal that job satisfaction is a strong predictor of employee OCB (Fitrio et al., 2019; Nurjanah et al., 2020; Narzary & Palo, 2020).

An essential factor in the investigation of work attitudes is job satisfaction (Islam et al., 2014). In line with this, according to Hackman and Oldham (1974), an employee's degree of enjoyment with their work obligations is referred to as job satisfaction. Whitman et al. (2010) discovered through a meta-analysis that OCB is significantly impacted by job satisfaction. Likewise, additional meta-analyses (Organ, 1997; Podsakoff et al., 1996) also revealed a relationship between job satisfaction and OCB. Ilies et al. (2009) show that job satisfaction has a positive effect as a mediator of OCB, while Paillé (2011) says job satisfaction is a crucial factor to consider while researching work attitudes. In other words, every individual may view their work in a favorable or negative light.

As observed by Gerpott et al. (2019), several factors affect OCB, such as followership, and these factors possess the capability to enhance the inherent extra-role behaviors present in employees. Followership, in this context, requires individuals to think actively, engage, and be willing to voice their opinions in achieving organizational goals (Nugraha et al., 2022). Following this, findings from Liu et al. (2022) and Nurdin and Nawangsari (2019) have also indicated that followership directly enhances OCB. This observation was found to be in contrast to that of Aghaei et al. (2021), who indicated followership as a negative influencer of the OCB of employees. From the inconsistencies observed in previous results, it was suggested that there may be other variables capable of effectively mediating mechanisms between followership and OCB. In this regard, Nurjanah et al. (2020)

posited that the degree of satisfaction exhibited by followers significantly impacted their OCB. Furthermore, this factor has also been explored by various other previous studies that stated specifically that high job satisfaction significantly impacted OCB among employees. This further supported the findings that if employees have high job satisfaction, OCB will increase (Asgari et al., 2020; Purwanto et al., 2021; Shrestha & Bhattarai, 2022; Soelton et al., 2020).

Previous research has studied a lot about the role of direct effects between followership on OCB directly, as well as on job satisfaction and OCB directly. However, this study fills the gap in previous research by using the job satisfaction variable as a mediation because if employees have good satisfaction at work, this can increase the role of followership on OCB. In addition, there are still inconsistencies in previous research results, so this study fills the gaps in previous research with mediation mechanisms. Furthermore, the leadership role depicted through the followership attitude has a good impact on increasing OCB (Ahn et al., 2018; Gerpott et al., 2019; Kim & Kim, 2019; Liu et al., 2022; Nugraha et al., 2022; Nurdin & Nawangsari, 2019). In this regard, several previous examinations have shown that job satisfaction can increase OCB, as evidenced by Saifi and Shahzad (2017) and Soelton et al. (2020). Kaur and Kang (2021) found that good satisfaction can increase employee extra roles. Accordingly, many other analyses have highlighted that job satisfaction is an antecedent of OCB exhibited by employees (Andrade et al., 2017; Gyekye & Haybatollahi, 2015; Indarti et al., 2017; Hyo & Hye, 2015; Fitrio et al., 2019). Based on the description above, this study provides a new concept by using job satisfaction as a mediating variable in the relationship between followership and OCB.

Two variables were used by Kelley (1992) to operationalize followership: autonomous critical thinking and active involvement. It has lately come to light that critical thinking is a desirable quality in employees (Blanchard et al., 2009). Independent critical thinkers carefully consider the facts presented to them, assess events and actions, and render conclusions regardless of how such decisions may affect politics (Kelley, 1992; Latour & Rast, 2004). Furthermore, critical thinking, ac-

ording to Dowd and Bolus (1998), can enhance worker health outcomes under stressful conditions. Critical thinking is laborious and requires additional work from the follower, according to Blanchard et al. (2009). This should cause cognitive dissonance and justify further attempts.

Active involvement is the second attribute of followership (Kelley, 1992). Active followers take the lead, take ownership of their actions, and actively participate in their work. These employees take on more responsibility than is necessary for their position and work hard to accomplish their objectives (Kahn, 1990). Individuals who are actively involved go above and outside prospects, show initiative in tasks, and generate high-quality work (Schaufeli, 2013). Recently, there has also been a lot of interest in active engagement (Macey & Schneider, 2008). It has been connected to better health outcomes (Schaufeli & Bakker, 2004), higher job satisfaction, organizational commitment, and lower turnover (Jin et al., 2016; Salanova et al., 2003; Schaufeli et al., 2002).

The exchange method explains the connection between citizenship activity and organizational commitment (Meyer et al., 2002). To be more precise, workers who have favorable interactions with the company will return the favor by showing more dedication, which will inspire them to make additional contributions to the company, such as increasing OCB levels (Cohen, 2007). In other words, highly devoted workers are more likely to act in ways that add value and benefit the company (Roy et al., 2022). This is because workers tend to concentrate their efforts on assisting and cooperating to accomplish company goals when they wish to stay in their positions and identify with the objectives of their organizations (Bolino et al., 2002; Greenfield et al., 2008; Lavelle et al., 2009; Liden et al., 2003). According to a number of studies, affective commitment is the most favorable environment for OCB to occur (Allen & Grisaffe, 2001; Meyer et al., 2002). According to Van Scotter (2000), affective commitment is a trait that indicates a strong connection to the organization. In other words, this bond should motivate the individual to want to support the organization and other members of the organization through organizational performance and overconsumption behavior (OCB). Furthermore, when someone pos-

sesses a strong emotional bond with an organization, he or she is probably going to strongly believe in the goals of the organization, be prepared to go above and beyond on the organization's behalf and be eager to stay a member of the organization (Yalabik et al., 2015).

According to Steers and Porter (1983), tight and solid ties among members of an organization are a sign of organizational commitment (OC). Furthermore, commitment can also be defined as the willingness to put in exerting both mental and physical energy to engage in a range of organizational activities, as well as behavior that is consistent with the values and integrity culture (Meyer & Allen, 2001). Three elements make up organizational commitment: (1) a strong sense of acceptance and conviction in the objective, (2) a readiness to put up maximum effort, and (3) a strong desire to keep members. (Meyer & Allen, 1991). While Allameh et al. (2011) discovered that there is a varied link between the degree of OC and OCB, Maharaj and Schlechter (2007) found that there was a positive relationship between OC and OCB. Moreover, positive OCB indicators represent employees' goals to put in their best physical and mental effort, according to Javadi and Yavarian (2011). Mowday (1998) also discovered that OC played a significant role as a mediator between job performance and human resource management, while Colquitt et al. (2001)'s meta-analysis demonstrates that OC acts as a mediator between fair work practices and appraisals, which positively impacts OCB.

In this study, an attempt was made to introduce the mediating variable namely job satisfaction. In this context, satisfaction refers to a positive emotional expression as a consequence of the evaluation of an individual with regard to their job or work experiences (Locke, 1976). Job satisfaction is important as a mediating variable because satisfaction can be a strong bridge to employee commitment to the company (Ciu & Francesco, 2023). Furthermore, organizational commitment has also been observed to serve as a variable capable of effectively mediating the influence of followership on OCB. Organizational commitment is proven to be important as a mediating variable and as a link between the independent and dependent variables (Swalhi et al., 2017). According to Luthans (2011),

organizational commitment is characterized as an intense yearning to be a part of the community, an elevated commitment and trust in and approval of the objectives and values, and a desire to utilize meaningful work in advancing the company. In this regard, previous empirical research has also observed that organizational commitment is capable of enhancing OCB (Aftab et al., 2020; Massoudi et al., 2020; Nurjanah et al., 2020; Roncesvalles et al., 2021).

According to Ahmed et al. (2011), OC acts as a mediator between OCB and perceived fairness in performance reviews. Put another way, when workers see that their performance reviews are fair, they are loyal to the company and act like decent citizens. Some studies, such as Nurdin and Nawangsari (2019), which attempted to evaluate how followership affects OCB and job satisfaction in 223 permanent employees in Indonesia, found that followership had a significant effect on OCB and on job satisfaction. These behaviors play a crucial role in enhancing organizational effectiveness by increasing productivity, optimizing resource allocation, strengthening human resources, and improving the entire employee performance (Indarti et al., 2017). Accordingly, employee behavior can be categorized into two forms, namely, behaviors that align with job descriptions and those that extend beyond (Gupta & Beehr, 1979). These additional, extra-role behaviors are commonly depicted to as OCB (Iskandar et al., 2019). In addition, there are still inconsistencies in previous research results, so this study fills the gaps in previous research with mediation mechanisms.

The purpose of this study is to investigate the role of followership towards OCB through job satisfaction and organizational commitment in the service industry in Indonesia. In addition, the study fills in gaps in previous research and inconsistent study results, by adding two mediation variables. Based on the hypotheses above, a conceptual framework of hypotheses can be presented as shown in Figure 1.

- H1: *Followership significantly and positively affects job satisfaction.*
- H2: *Followership significantly and positively affects OCB.*

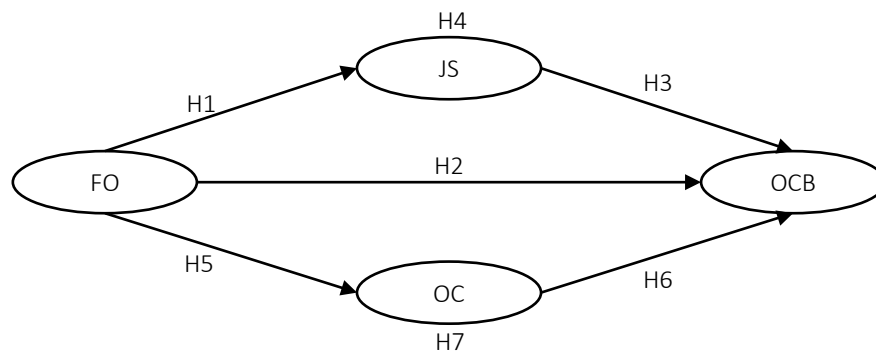


Figure 1. Hypothesized model

- H3: Job satisfaction significantly influences OCB.*
- H4: The role of followership in OCB through job satisfaction.*
- H5: Followership significantly and positively affects organizational commitment.*
- H6: Organizational commitment significantly and positively affects OCB.*
- H7: The role of followership in OCB through organizational commitment.*

2. METHODS

This study was carried out in service industries in Indonesia and utilized a quantitative approach for causal analysis, based on the minimum sample size recommendation from G-Power. So, this study used 131 respondents who were ready to be processed, which came from employees of Indonesian service companies. The data collection process relied solely on questionnaires comprising a series of written statements, which were provided to respondents for completion using convenience sampling. The questionnaire employed a Likert scale. Accordingly, the measurement of the several variables was adapted from various sources, including Organ (1998) for Organizational Citizenship Behavior with its five dimensions, Jin et al. (2016) for Followership with two indicators, Luthans (2006) for Job Satisfaction with six indicators, and Kreitner and Kinicki (2014) for Organizational Commitment with three indicators. To effectively analyze the obtained

data, Structural Equation Modeling (SEM) was utilized, specifically the Variance-Based SEM approach known as Partial Least Squares (PLS). In this regard, PLS is recognized as a “causal-predictive” approach within SEM, with a focus on explaining variance in the dependent variables within a model (Hair Jr., 2008).

To detect research bias because this study only comes from one source, namely employees, and uses questionnaire data collection techniques, the study uses several steps to reduce common method bias. First, the questionnaire is answered anonymously and confidentially so that respondents are more objective in providing answers. Second, the variation inflation factor (VIF) value was used with a minimum limit of 10.0 (Kock, 2017). Table 2 shows that the VIF value for each variable is below 10, indicating that it can be said that the information in this study is not biased.

3. RESULTS

The result showed that a significant majority of the respondents were males (86.2%) and fell within the age bracket of 18-30 years (54.9%). Furthermore, a substantial portion held bachelor’s degrees (81.6%) and had work experience ranging from 6-10 years (41.9%). The summary of this demographic information is provided in Table 1. Table 3 shows that the respondents provided positive perceptions for each variable, with the OCB variable averaging a score of 4.31, job satisfaction yielding 4.28, followership exhibiting 4.12, and organizational commitment averaging 4.09. These scores indicated that all variables were generally viewed favorably by the participants.

Table 1. Respondents’ demographics

| Descriptions | Frequency | (%) |
|-------------------|-----------|------|
| Sex | | |
| Male | 113 | 86.2 |
| Female | 18 | 13.8 |
| Age | | |
| 18-30 years | 72 | 54.9 |
| 31-40 years | 50 | 38.1 |
| > 40 years | 9 | 7 |
| Education | | |
| High School | 7 | 6.1 |
| Diploma | 5 | 4.3 |
| Bachelor | 95 | 82.6 |
| Postgraduate | 8 | 6.9 |
| Job Tenure | | |
| 1-5 years | 44 | 33.5 |
| 6-10 years | 55 | 41.9 |
| > 10 years | 32 | 24.6 |

The validity testing was undertaken using two distinct measurement techniques such as convergent and discriminant validity. In this regard, the obtained results, as served in Table 3, indicated that every item within the studied variables exhibited an outer loading value exceeding 0.70, indicating the validity of all questionnaire items. Furthermore, the discriminant validity assessment, also reflected in Table 3, revealed that the research constructs possessed AVE values > 0.50. Table 4, on the other hand, presents the obtained HTMT criterion values, where it can be observed that each variable maintained HTMT values below 0.85. Based on these measurements, it is evident that all items utilized were both valid and reliable.

In accordance with this, reliability testing was also conducted in this study, as presented in Table 2. This test utilized Cronbach’s alpha and composite reliability criteria, affirming that each construct attained reliability values surpassing 0.70. This underscored the validity and reliability of all questionnaire items, thereby facilitating further analysis. Based on Table 5, it can be seen that the quality of the fit model in this study has met the minimum limit. The SRMR value is 0.045; the NFI value is 0.92, and the GFI is 0.91. Based on these results, it shows that the model fits the data.

Table 2. Variance inflation factor

| Variable | VIF |
|----------|------|
| FO | 2.36 |
| JS | 2.59 |
| OC | 2.35 |
| OCB | 2.19 |

Table 3. Reliability and convergent validity

| Construct | Loading | AVE | α | CR |
|----------------------------------|----------|--------------|--------------|--------------|
| Followership | | 0.624 | 0.914 | 0.930 |
| FO1 | 0.799*** | | | |
| FO2 | 0.803*** | | | |
| FO3 | 0.829*** | | | |
| FO4 | 0.815*** | | | |
| FO5 | 0.730*** | | | |
| FO7 | 0.783*** | | | |
| FO8 | 0.782*** | | | |
| OCB | | 0.734 | 0.974 | 0.976 |
| OCBH1 | 0.796*** | | | |
| OCBH2 | 0.902*** | | | |
| OCBH3 | 0.913*** | | | |
| OCBH4 | 0.928*** | | | |
| OCBH5 | 0.894*** | | | |
| OCBH6 | 0.914*** | | | |
| OCBH7 | 0.702*** | | | |
| OCBH8 | 0.752*** | | | |
| OCBH9 | 0.840*** | | | |
| OCBH10 | 0.844*** | | | |
| OCBH11 | 0.895*** | | | |
| OCBH12 | 0.855*** | | | |
| OCBH13 | 0.855*** | | | |
| OCBH14 | 0.854*** | | | |
| OCBH15 | 0.874*** | | | |
| Organizational Commitment | | 0.567 | 0.904 | 0.921 |
| Ocom1 | 0.775*** | | | |
| Ocom2 | 0.740*** | | | |
| Ocom3 | 0.811*** | | | |
| Ocom4 | 0.708*** | | | |
| Ocom5 | 0.759*** | | | |
| Ocom6 | 0.803*** | | | |
| Ocom7 | 0.736*** | | | |
| Ocom8 | 0.706*** | | | |
| Ocom9 | 0.729*** | | | |
| Job Satisfaction | | 0.745 | 0.961 | 0.967 |
| JST1 | 0.853*** | | | |
| JST2 | 0.882*** | | | |
| JST3 | 0.918*** | | | |
| JST4 | 0.937*** | | | |
| JST5 | 0.939*** | | | |
| JST6 | 0.872*** | | | |
| JST7 | 0.931*** | | | |
| JST8 | 0.724*** | | | |
| JST9 | 0.735*** | | | |
| JST10 | 0.805*** | | | |

Note: *** $p < 0.001$; AVE = average variance extracted; α = Cronbach’s alpha; CR = composite reliability.

Hypothesis testing was performed to investigate the impact of independent and dependent variables in the study. The testing adopted the bootstrap technique in conjunction with structural equation modeling, and the evaluation was based on several criteria, including the rule of thumb

for the t-statistic (> 1.96), p-values with a significance level of 5%, and the coefficients indicating the direction of the relationships. Detailed results are presented in Tables 6 to 8. Furthermore, mediation testing uses recommendations from Baron and Kenny (1986), who mention three criteria in determining the mediation effect.

This hypothesis testing carried out using the bootstrap technique indicates that for the first hypothesis, as can be seen in Table 5, the obtained t-statistic (22.295) value exceeded the threshold of 1.96, the p-value of (0.000) was less than 0.05, and the coefficient was found to be positive at 0.79. This led to the acceptance of Hypothesis 1. The second hypothesis can be seen in Table 5; the obtained t-statistic (2.124) surpassed the threshold of 1.96, the p-value of (0.034) was below 0.05, and the coefficient was positive at 0.05, leading to the acceptance of Hypothesis 2. Then, the third hypothesis showed the t-statistic (16.098) exceeded the threshold of 1.96, the p-value of (0.000) was below 0.05, and the coefficient was positive at 0.71, leading to its acceptance of Hypothesis 3. The fourth hypothesis showed that the observed t-statistic (38.928) surpassed the threshold of 1.96, the p-value of (0.000) was below 0.05, and the coefficient was positive at 0.92. Therefore, Hypothesis 4 was accepted. Furthermore, the fifth hypothesis can be

seen in Table 5; the t-statistic (1.301) value fell below the threshold of 1.96, the p-value of (0.194) exceeded 0.05, and the coefficient was positive 0.03. Therefore, Hypothesis 5 was rejected.

This hypothesis testing using the bootstrap technique to examine the indirect effects indicated that the sixth hypothesis can be seen in Table 6; the t-statistic (19.443) exceeded the threshold of 1.96, the p-value of (0.000) was below 0.05, and the coefficient was found to be positive at 0.73. Consequently, Hypothesis 6 was accepted. The seventh hypothesis can be seen in Table 6; the t-statistic (1.279) fell below the threshold of 1.96, the p-value (0.202) exceeded 0.05, and the coefficient was positive 0.02. Consequently, Hypothesis 7 was rejected.

4. DISCUSSION

This study offers significant contributions to the human resource management literature. Specifically, referring to cognitive dissonance theory and followership theory, it investigates the role of followership in improving organizational citizenship behavior mediated by job satisfaction and organizational commitment. This study was conducted in Indonesia, an emerging market, es-

Table 4. Mean, standard deviation, and heterotrait monotrait criterion

| Variables | Mean | SD | 1 | 2 | 3 | 4 |
|-----------|-------|-------|----------|----------|----------|---|
| (1) OCB | 4,318 | 0,487 | | | | |
| (2) JS | 4,287 | 0,500 | 0.843*** | | | |
| (3) FO | 4,123 | 0,545 | 0.674*** | 0.614*** | | |
| (4) OC | 4,099 | 0,514 | 0.787*** | 0.643*** | 0.663*** | |

Note: OCB is organizational citizenship behavior; JS is job satisfaction; FO is followership, and OC is organizational commitment

Table 5. Direct effect testing

| Hypotheses | Path | Coefficients | Standard Error | p-value | Result |
|------------|----------|--------------|----------------|---------|----------|
| H1 | FO → JS | 0.79 | 0.04 | < 0.001 | Accepted |
| H2 | FO → OCB | 0.05 | 0.02 | < 0.05 | Accepted |
| H3 | FO → OC | 0.71 | 0.04 | < 0.001 | Accepted |
| H4 | JS → OCB | 0.92 | 0.02 | < 0.001 | Accepted |
| H5 | OC → OCB | 0.03 | 0.02 | > 0.05 | Rejected |

Table 6. Indirect effect testing

| Hypotheses | Path | Indirect effect | p-value | Result |
|------------|---------------|-----------------|---------|----------|
| H6 | FO → JS → OCB | 0.73 | < 0.001 | Accepted |
| H7 | FO → OC → OCB | 0.02 | < 0.05 | Rejected |

pecially in the service industry. This study has interesting implications for researchers' human resource management practices.

Accordingly, the outcome underscored the significant role of effective followership by leaders in increasing employee job satisfaction. Active followership contributes to increased job satisfaction as it consists of the belief system exhibited by employees that leaders address their personal needs (Saraih et al., 2018). It is also crucial to comprehend that followership attitudes promote the formation of friendships with colleagues, which, in turn, fulfills individual social needs and reinforces a positive self-concept (Jin et al., 2016). These results are supported by Jin et al. (2016) and Wang and McChamp (2019), who also found a significant impact of active followership on job satisfaction.

This finding indicated that leaders' effective followership significantly enhances followers' OCB. Accordingly, the concept of followership is closely tied to certain values within the organization and fosters positive behaviors within it (Hendijani et al., 2021). In this context, followership embodies followers' capacity and desire to step in with intellect, autonomy, boldness, and morality, hence complementing leadership (Jin et al., 2016). This result confirms a number of other studies (Nugraha et al., 2022; Gerpott et al., 2019; Nurdin & Nawangsari, 2019; Ahn et al., 2018; Kim & Kim, 2019; Liu et al., 2022), demonstrating that followership positively affected OCB.

Moreover, this result demonstrated that effective followership from leaders significantly enhances employees' organizational commitment. Accordingly, followership is also characterized by the extra effort and engagement of followers, which may lead to cognitive dissonance and further justification of effort (Leung et al., 2018). This result supports the studies by Jin et al. (2016), Yasin et al. (2023), and Park et al. (2023), all of which concluded that followership positively influenced organizational commitment.

Furthermore, this outcome underscored that when employees experience high job satisfaction, their extra-role behavior significantly increases. Accordingly, positive emotions among employees enhance their job perception and motivation to work not solely for money and career needs, but also for other reasons, such as confidence and comfort (Indarti et al., 2017). This result supports the studies by Nazari and Palo (2020), Fitrio et al. (2019), and Nurjanah et al. (2020), all of which concluded that good satisfaction can increase OCB. Surprisingly, this outcome indicated that high organizational commitment from employees did not significantly influence the OCB of employees. It also suggested that having a strong commitment to the organization does not necessarily lead to a significant increase in OCB. In practical terms, the findings implied that employees with low commitment can still exhibit good OCB, meaning organizational commitment does not substantially impact enhancing OCB, and other factors may be at play in this regard.

CONCLUSION

This study analyzed the role of followership on OCB, job satisfaction, and organizational commitment, serving as potential mediators within the service industry. In this regard, five out of seven hypotheses were substantiated, providing empirical evidence that followership directly enhanced OCB, job satisfaction, and organizational commitment. Otherwise, it was surprising to find that organizational commitment needs to increase OCB. This suggests that employees with either very high or low organizational commitment tend to maintain a strong feeling of possession toward the company and intend to work harder. In other words, when employees' commitment reaches a certain level, their inclination would be directed towards engaging in additional efforts. Furthermore, job satisfaction proved to be an effective mediator, emphasizing that when employees experience high job satisfaction, the influence of followership on OCB is amplified. In accordance with this, it is essential to clarify that organizational commitment could have effectively mediated between followership and OCB. This was attributed to the organization effectively providing employees with job satisfaction, reinforcing their strong sense of ownership, and enhancing their motivation to contribute extra effort, regardless of the level of commitment possessed by the organization.

AUTHOR CONTRIBUTIONS

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