

PAPER NAME

**Terjemahan Putu.docx**

AUTHOR

**Icame 2 Icame 2**

WORD COUNT

**9003 Words**

CHARACTER COUNT

**56803 Characters**

PAGE COUNT

**20 Pages**

FILE SIZE

**183.6KB**

SUBMISSION DATE

**Dec 14, 2022 2:05 PM GMT+7**

REPORT DATE

**Dec 14, 2022 2:08 PM GMT+7**

### ● 24% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

- 21% Internet database
- 11% Publications database
- Crossref database
- Crossref Posted Content database
- 16% Submitted Works database

### ● Excluded from Similarity Report

- Bibliographic material
- Quoted material
- Cited material
- Small Matches (Less than 10 words)

# Improvement of Organizational Citizenship Behavior and Employee Performance Based on Transformational Leadership and Organizational Culture

Nurul Qomariah, Putu Kartika Saraswati Wiguna, Ni Nyoman Putu Martini

Universitas Muhammadiyah Jember

Email: [nurulqomariah@unmuhjember.ac.id](mailto:nurulqomariah@unmuhjember.ac.id), [kartikaayin14@gmail.com](mailto:kartikaayin14@gmail.com),  
[ninyoman@unmuhjember.ac.id](mailto:ninyoman@unmuhjember.ac.id)

## ABSTRACT

Organizational citizenship behavior and employee performance are two important things that must be a concern in every organization. Organizational citizenship behavior is the behavior of employees in completing work that usually exceeds the SOP. With OCB owned by employees, the performance of an organization can increase. This paper aims to determine the impact of transformational leadership and organizational culture on organizational citizenship behavior and employee performance. The population in this study were all employees at the General Section of the Regional Secretariat of Jember Regency with a total of 98. The sampling method used the saturated sample method and obtained a total sample of 98 employees. Descriptive analysis is used to describe respondents and research variables. Validity test and reliability test are used as testers for measuring instruments in research. To determine the impact of the independent variable on the dependent variable using Structural Equation Model (SEM) analysis with WarpPLS version 6.0. The results of the analysis show that: transformational leadership has a positive impact on organizational citizenship behavior; organizational culture variables have an impact on organizational citizenship behavior; transformational leadership has an impact on employee performance; organizational culture has an impact on employee performance; organizational citizenship behavior has a positive impact on employee performance at the General Section of the Regional Secretariat of Jember Regency.

**Keywords:** transformational leadership; organizational culture; organizational citizenship behavior; employee performance.

## INTRODUCTION

Human resources are important assets and act as the main driving factor in the implementation of all agency activities or activities, so they must be managed properly through Human Resource Management (HRM) (Azhad et al., 2015). Organizational goals can be achieved by employee behavior in the workplace or it can be said by performance as the application of skills, abilities, and knowledge as a form of contribution to the organization. Organizational goals can be achieved if all employees have a great responsibility for their work. Work that is done well will improve the performance of employees in the company or organization. According to (Mangkunegara, 2018) performance is a condition that must be known and confirmed to certain parties to find out the level of achievement of the results of an agency or organization. Another expert opinion, namely (Edison et al., 2016) said performance is the willingness of a person or group of people to carry out activities or perfect it in accordance with their responsibilities with the results as expected. Performance can also be defined as the work of an employee during a certain period usually within one year about all activities that exist in an organization or agency. Many factors can make an employee's performance increase. Factors include leadership, organizational culture, and organizational citizenship behavior.

Leadership is the ability possessed by a leader to influence others (employees) (Nurul Qomariah, 2020). According to (Mu'ah, 2002) transformational leadership is able to unite all his subordinates and be able to change the beliefs, attitudes, and personal goals of each subordinate in order to achieve the goals. (S. P. Siagian, 2015) argues that leadership or leadership is a process of influencing the behavior of others in order to behave as desired. This leadership is very closely related to the performance of an employee. Leaders who can

set examples and good examples, employees will imitate all actions taken by their leaders. A good leader's actions will be imitated by, and vice versa the actions of a bad leader will be imitated as well. Thus, for employee performance in accordance with the company's plans and targets, a leader must be able to provide a good example. Research on leadership and performance has been raised in a study with different objects and different results. Some of the studies include: (Chandra et al., 2020), (Priyono et al., 2018), (Abbas et al., 2020), (Hafifi et al., 2018), (Riyadi, 2020), (Nurul Qomariah, Hermawan, Isnaini, et al., 2020), (Andriani et al., 2018), (Dolphina, 2012), (Wijayanti & Meftahudin, 2016), (Hasibuan, 2019), (Harahap, 2016) states that leadership has an impact on employee performance. Other research that also discusses the issue of leadership relations with performance, among others, was carried out by: (Sumiaty, 2020), (Novitasari et al., 2012), (Wiguna, 2015), (Guterres et al., 2014), (Pratiwi, 2016), (Simbolon, 2017), (Sappe et al., 2016), (M. Siagian, 2018), (Iman & Lestari, 2019), (Bonaparte do Rêgo et al., 2017), (Fonseca & Costa, 2020), (Afrizal, 2016), (Senjaya & Anindita, 2020), (Nurul Qomariah et al., 2022), (Alamanda et al., 2022), (Syaharudin et al., 2022), (Atikah & Qomariah, 2020) the result is that good leadership that gives an example can improve employee performance in a company. There are still some studies that participate in discussing leadership issues with performance are: (Nurul Qomariah, Friyanti, Budi Satoto, et al., 2020), (Nurul Qomariah, Warsi, & Sanosra, 2020), (Darmanto & Supriyadi, 2022), (M. A. Kurniawan et al., 2021), (N. Qomariah, Friyanti, Budisatoto, et al., 2020), (Nurul Qomariah, Hermawan, Isnaini, et al., 2020), (Priyono et al., 2018), (Chandra et al., 2020), (Paais & Pattiruhu, 2020), (Antoro, 2014), (Alhudhori et al., 2019), (Utarinasari & Silitonga, 2021), (Sukmana & Indarto, 2018), (Habba et al., 2017), (Brahmasari & Suprayetno, 2008), (Riyanto et al., 2018), (Kosasih, 2018), (Atmojo, 2012), (Belonio, 2012), (Angesty, 2019), (Fadly, 2017), (Priyanto, 2016), (Raffie et al., 2018), (Zubaidah, 2016), (Shofwa, 2013), (Sya'roni et al., 2018) states that leadership affects employee performance. Whereas research stating that leadership has no effect on employee performance is carried out by: (Rosalina & Wati, 2020), (Setiawan & Qomariah, 2022), (Nurul Qomariah et al., 2021), (Nurul Qomariah, 2012), (Priyono et al., 2019).

Organizational culture is norms that are accepted together and adhered to by the majority of the organization (Schein, 1990). According to (Luthans, 2011), organizational culture is a basic thinking pattern taught to new personnel as a way to feel, think and act correctly from days. According to (Bernardin, H. J dan Russell, 2013), organizational culture refers to the shared meaning system adopted by members who distinguish the organization from other organizations. This organization will respect the shared meaning system that has been agreed upon by all individuals who are members of the organization.. Organizational culture is derived from the behavior that has been carried out and carried out by every company that can improve the performance of its employees. Organizational culture must be determined and practiced to improve the performance of employees in the company or organization. Therefore the relationship between the culture of organization and employee performance usually goes hand in hand. The results of research on the influence of organizational culture on performance are still inconsistent or the results are still different between one researcher and another. Research conducted by: (Achmad, 2016), (Ojo, 2009), (Rantesalu et al., 2017), (Giri et al., 2011), (Messner, 2013), (Saban et al., 2020), (Rina & Perdana, 2017), (Adha et al., 2019b), (Wambugu, 2014), (Safitri, 2022), (Manggis et al., 2018), (Ikhsan, 2016), (Sangadji, 2009), (Antoro, 2014), (Julingrum & Sudiro, 2013), (Muhammad Arifin, 2015), (Raffie et al., 2018), (Indiyaningsih et al., 2020), (Nyoto et al., 2020), (Mukhtar, 2018), (Supriadi et al., 2018), (Nurul Qomariah, 2012), (Riyadi, 2020), (Panjaitan & Kristiana, 2019), (Simbolon, 2017), (Pratiwi, 2016), (Guterres et al., 2014), (Rafiie et al., 2018), (Khaliq et al., 2021), (Sappe et al., 2016), (Herawati & Mahfudnurnajamuddin, 2018), (Feel et al., 2018), (Adha et al., 2019a) states that

organizational culture has an impact on employee performance. The results of research stating that organizational culture has no effect on performance is carried out by: (Nurul Qomariah, Hermawan, Isnaini, et al., 2020), (Girsang, 2019), (Atikah & Qomariah, 2020).

OCB or Organizational Citizenship Behavior usually refers to the behavior of an individual who has a positive impact on his organization where these employees are sheltering. According to (Robbins & Judge, 2011) the free and spontaneous behavior of individuals produced from the character of a person or the character of work or organization, also comes from relationships with coworkers, subordinates, and superiors. OCB can also increase employee performance. With employees have a good OCB, the performance will be completed in a timely manner. Research on OCB and performance with positive results, among others, was carried out by: (Hidayah & Harnoto, 2018), (O. R. Sari & Sus, 2015), (Fitriastuti, 2013), (Luthfi et al., 2021), (Jufrizen et al., 2020), (Novelia et al., 2016), (Chelagat et al., 2015), (Ekowati et al., 2013), (Putri & Utami, 2017), (Ticoalu, 2013), (R. A. Kurniawan et al., 2019), (Susanti Gunawan et al., 2013), (Bommer et al., 2007), (Suzanna, 2017), (Vipraprastha et al., 2018), (Nur Agustiniingsih et al., 2016), (Chandra et al., 2020), (Setyowati et al., 2021), (Lestari & Ghaby, 2018), (Maryati & Fernando, 2018), (Arianto, 2017). While the study stated that OCB had no effect on employee performance was carried out by: (Lukito, 2020) and (Purwanto et al., 2021).

Very large employee responsibility for his work and sometimes exceeds the specified SOP it can be said that the employee has an OCB (Organizational Citizenship Behavior). OCB or Organizational Citizenship Behavior usually refers to the behavior of an individual who has a positive impact on his organization where these employees are sheltering. According to (S. Robbins, 2011) the free and spontaneous behavior of individuals produced from the character of a person or the character of work or organization, also comes from relationships with coworkers, subordinates, and superiors. Many factors can increase OCB from an employee, including leadership, organizational culture.

Leadership is the ability possessed by a leader to influence others or employees (Nurul Qomariah, 2020). According to (Mu'ah, 2002) transformational leadership is able to unite all his subordinates and be able to change the beliefs, attitudes, and personal goals of each subordinate in order to achieve the goals. Good leadership is a leadership that can give examples to their subordinates, so that subordinates will work according to SOP and can even exceed SOP. Thus if the leaders can give a good example, their subordinates will also behave well too. Research on the relationship between leadership and OCB has been carried out a lot of which results still have some controversy. Research on the relationship between leadership and OCB with positive results was carried out by: (Güçel & Begeç, 2012), (Ding et al., 2020), (Lasut et al., 2019), (I. S. Kurniawan & Safitri, 2022), (Setiani & Hidayat, 2020), (Idris et al., 2016), (N. I. P. Sari et al., 2021), (Maesaroh et al., 2020), (Badiroh & Azizah, 2020), (Hasanah, 2019), (Tampi, 2013).

According to (Mondy & Noe, 2005) the meaning of organizational culture is a system of shared values, beliefs, and habits that exist in an organization or institution that interact with its formal structure to create norms for the daily behavior of all members. Meanwhile, according to (S. Robbins & Judge, 2011), organizational culture can be said as a system of shared meaning held by each member that distinguishes an organization from other organizations. Thus, each organization has a different culture in accordance with mutually agreed terms. Organizational culture is formed in order to support the achievement of organizational goals that can be achieved from the performance of its employees. A good culture that has been mutually agreed upon will encourage employees to work even harder and even exceed the SOPs that have been made. Thus there is a link between organizational culture and OCB owned by employees. Research that connects organizational culture with employee OCB, among others, is carried out by: (D. N. Haryati, 2019; E. Haryati et al., 2014;

Nadeak, 2016; Rini et al., 2013; Udayani & Sunariani, 2019), (Husodo, 2018; Lestiyanie & Yanuar, 2019; Maulani et al., 2015; Pemayun & Wibawa, 2017; Rosyada & Rahadjo, 2016; Satya Nugraha & Ayu Dewi Adnyani, 2017; Winoto et al., 2020; Wira Saputra & Supartha, 2019), (Warsito, 2014), (Sanhaji et al., 2016) whose results state that organizational culture can improve employee OCB. Meanwhile research (Hayati, 2020) states that organizational culture has no effect on employee OCB.

Based on the theory about the concepts that are used as the basis in this research, namely leadership, organizational culture and OCB as well as employee performance as well as the results of previous studies, the hypotheses in this study and the conceptual framework of the study are presented in Figure 1.

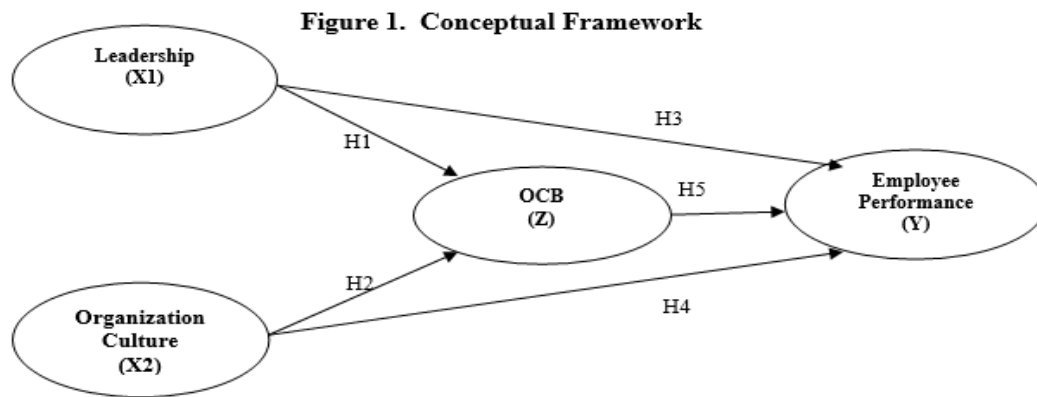
Hypothesis one (H1): If leadership is good, OCB will increase.

Hypothesis two (H2): Organizational culture influences OCB.

Hypothesis three (H3): Leadership has an impact on employee performance

Hypothesis four (H4): Organizational culture influences employee performance.

Hypothesis five (H5): OCB can improve employee performance.



The General Section of the Jember Regency Secretariat has the function of preparing leadership and general administrative affairs; carry out the financial administration affairs of the regent and deputy regent, regional secretary, assistant and expert staff; carry out official travel for the regent and deputy regent, regional secretariat, assistants and expert staff; carry out the household affairs of the regent and deputy regent as well as the regional secretary; manage part of the regional wealth; preparation of accountability reports on the implementation of tasks. Currently, the community demands excellent service that is carried out by all agencies in the district government. For government organizations such as the General Section of the Jember Regency Secretariat, human resources are an asset that can be optimized to realize good and clean governance. The problems that occur in the General Section of the Jember Regency Secretariat are described as set out in Table 1.

**Table 1. Identification of Common Part Problems**

### Regional Secretariat of Jember Regency.

No	Aspects of Study	OPD Service Problems	100% Realization Target
1	Preparation of administrative affairs for leadership and general administration	Service that is not optimal Weak accountability of government performance	90 % 85%
2	Implementation of financial administration affairs of the Regent and Deputy Regent, Regional Secretary, Assistant and Expert Staff	There are still external parties who do not support the implementation of the apparatus' duties	80%
3	Implementation of official travel affairs of the Regent and Deputy Regent, Regional Secretary, Assistant and expert staff	Not yet created a good work culture and support the implementation of tasks optimally	90%
4	Implementation of household affairs of the Regent and Deputy Regent, Regional Secretary, Assistant and Expert Staff	Service that is not optimal	80%
5	Management of some regional wealth	Lack of promotion and improvement of service facilities	80%
6	Preparation of accountability reports for the implementation of tasks	Weak accountability of government performance	90%

Source: General Section of the District Secretariat. Jember, 2022.

Based on the data presented in Table 1., regarding the identification of problems based on the duties and functions of the General Section of the Regional Secretariat of Jember Regency, it can be seen that it has not yet achieved the expected program realization targets in every aspect of the study contained in the General Section of the Jember Regency Regional Secretariat. Based on the problems found in the research object, namely the OPD performance target has not yet been achieved, and the results of research that there are still inconsistencies between one research and another, the question in this study is how to improve employee performance based on OCB, leadership and organizational culture in the General Section. Regional Secretariat of Jember Regency. Based on theoretical studies and research that has been done and the problems faced by the General Section of the Regional Secretariat of Jember Regency, this paper aims to determine the impact of transformational leadership, organizational culture on employee performance OCB at the General Section of the Regional Secretariat of Jember Regency.

### RESEARCH METHODS

The design of this research cites the opinion (Sugiyono, 2013) which states that understanding is obtained from the evidentiary process developed from knowledge based on the results of solving problems and identifying systematic data with certain analytical techniques. This study uses a descriptive and quantitative approach. The variables of this study were categorized into three types of variables, including exogenous variables, namely transformational leadership (X1), organizational culture (X2), then the intervening variable, namely OCB (Z) and endogenous variables, namely employee performance (Y). The sample in this study used the entire population, namely all employees of the General Section of the

Jember Regency Regional Secretariat as many as 98 respondents. Validity test and reliability test to test the research measuring instrument. Hypothesis testing was carried out by SEM analysis with WarpPLS version 6.0.

## RESULTS AND DISCUSSION

### Results of the Analysis of Respondents Characteristics

Based on the results of descriptive statistical analysis, it is known that of the 98 employees as respondents who were sampled, 64.3% or as many as 63 consisted of men and 35.7% or as many as 35 women, which means that the number of male respondents is more than respondents. woman. Based on descriptive statistical calculations based on the education of the employees of the General Section of the Regional Secretariat of Jember Regency, respondents have a master's education qualification of 8.2% or as many as 8 people, respondents have an undergraduate education qualification of 91.8% or as many as 90 people. The results of the calculation on the basis of group obtained the results that the number of respondents who had the rank and class of coach/IVa was 1 person or 1.0%, the number of respondents who had the rank and group of Tk.I/III d stylists were 20 people or 20.4 %, the number of respondents who have the rank and class of stylist / III c are 28 people or 28.6%, the number of respondents who have the rank and class of TK I / III b is as many as 24 people or 24.5% and the number of respondents. the number of respondents who have the rank and group of Young Arrangers / III a are as many as 25 people or 25.5%.

### Results From Outer Model Evaluation

#### Validity Test and Reliability Test

Table 2. Validity Test Calculation Results

	X1	X2	Z	Y	Type (a)	SE	P-value
X1.1	0.8080	0.1680	0.1480	-0.1300	Reflect	0.0810	<0.001
X1.2	0.8500	0.1070	0.0040	0.0650	Reflect	0.0800	<0.001
X1.3	0.8750	-0.1260	-0.0180	-0.0840	Reflect	0.0790	<0.001
X1.4	0.8310	-0.1400	-0.1290	0.1490	Reflect	0.0800	<0.001
X2.1	0.2110	0.8150	-0.0540	-0.2290	Reflect	0.0810	<0.001
X2.2	0.1910	0.8480	0.0870	-0.1600	Reflect	0.0800	<0.001
X2.3	0.0780	0.8470	0.0430	0.0280	Reflect	0.080	<0.001
X2.4	-0.1850	0.7660	-0.1780	0.3240	Reflect	0.0890	<0.001
X2.5	-0.4140	0.7570	0.0240	0.1950	Reflect	0.0820	<0.001
Z1	0.1050	-0.2090	0.7990	-0.1460	Reflect	0.0810	<0.001
Z2	0.1810	-0.0630	0.8190	-0.0720	Reflect	0.0810	<0.001
Z3	0.3650	-0.1250	0.7210	-0.0010	Reflect	0.0850	<0.001
Z4	-0.2760	0.2270	0.7770	-0.0560	Reflect	0.0820	<0.001
Z5	-0.3250	0.1590	0.7520	0.2920	Reflect	0.0820	<0.001
Y1	0.2340	-0.1250	0.1140	0.8450	Reflect	0.0800	<0.001
Y2	0.2440	-0.2490	0.0750	0.7930	Reflect	0.0810	<0.001
Y3	0.2100	0.1020	-0.1450	0.7540	Reflect	0.0820	<0.001
Y4	-0.1250	-0.0430	-0.0770	0.7480	Reflect	0.0820	<0.001
Y5	-0.2320	0.2990	-0.1710	0.7050	Reflect	0.0830	<0.001
Y6	-0.4510	0.0730	0.2030	0.7510	Reflect	0.0840	<0.001

Based on the results of calculations with WarpPLS version 6.0 which is presented in Table 2., it shows that each value in the cross loading factor has reached a value above 0.7 with a p value below 0.05. Thus the convergent validity test criteria have been met.

**Table 3. Results of Research Reliability Test**

Variable	Composite Reliability	Cronbach's Alpha
Leadership	0,9060	0,8620
Organization Culture	0,8680	0,8070
OCB	0,8690	0,8100
Employee Performance	0,8860	0,8440

The reliability test uses the value of composite reliability coefficients and Cronbach's alpha coefficients with the criterion value being above 0.7. The results of the reliability test presented in Table 4 show that the questionnaire instrument in this study has met the requirements of the required reliability test.

### Inner Model Evaluation

#### Research Hypothesis Test Results

Research hypothesis testing is done by looking at the path coefficients on each path which is part of the model with path analysis. This hypothesis test examines each path, both direct and indirect effects. The results of the direct influence hypothesis test are presented in Table 5.

**Table 5. Value of Direct Effect Path Coefficient**

No	Hypothesis	Path Coefficients	P values	Information
1	Leadership → OCB	0,1610	0,0310	Significant
2	Organization Culture → OCB	0,2090	0,0330	Significant
3	Leadership → Employee Performance	0,1720	0,0360	Significant
4	Organization Culture → Employee Performance	0,2330	0,0080	Significant
5	OCB → Employee Performance	0,338	0,0010	Significant

### Discussion

#### The Influence of Leadership on OCB

The results of statistical calculations show that the coefficient value for the transformational leadership variable is 0.161 with a p value of 0.031. Thus, the first hypothesis which says that leadership has an effect on OCB is accepted (H1 is accepted) and H0 is rejected. Thus, it can be concluded that transformational leadership has a significant effect on OCB for employees of the General Section of the Jember Regency Regional Secretariat. This could be due to indicators of transformational leadership that have an impact on OCB. The dimensions of leadership are: ideal influence, inspirational motivation, intellectual stimulation and individual consideration. The results of this study are in accordance with the theories that support, while in this study there are significant similarities with previous research conducted by : (Güçel & Begeç, 2012), (Ding et al., 2020), (Lasut et al., 2019), (I. S. Kurniawan & Safitri, 2022), (Setiani & Hidayat, 2020), (Idris et al., 2016), (N. I. P. Sari et al., 2021), (Maesaroh et al., 2020), (Badiroh & Azizah, 2020), (Hasanah, 2019), (Tampi, 2013) which states that leadership has an effect on OCB.



## **The Influence of Organizational Culture on OCB**

The results of statistical calculations show that the coefficient value for the organizational culture variable is 0.209 with a p-value of 0.033. Thus the second hypothesis which says that organizational culture has an effect on OCB is accepted (H2 is accepted) and H0 is rejected. Thus, it can be concluded that organizational culture has a significant effect on OCB for employees of the General Section of the Jember Regency Regional Secretariat. This could be due to indicators of organizational culture that have an impact on OCB. The dimensions of organizational culture are: innovation and courage to take risks, attention to details, work results orientation, organization member orientation and team orientation. The results of this research are in accordance with the supporting theories, while in this study there are significant similarities in results with previous research conducted by: (D. N. Haryati, 2019; E. Haryati et al., 2014; Nadeak, 2016; Rini et al., 2013; Udayani & Sunariani, 2019), (Husodo, 2018; Lestiyanie & Yanuar, 2019; Maulani et al., 2015; Pemayun & Wibawa, 2017; Rosyada & Rahadjo, 2016; Satya Nugraha & Ayu Dewi Adnyani, 2017; Winoto et al., 2020; Wira Saputra & Supartha, 2019), (Warsito, 2014), (Sanhaji et al., 2016). While this research is not supported by research (Hayati, 2020) states that organizational culture has no effect on employee OCB.

## **The Effect of Leadership on Employee Performance**

The results of statistical calculations show that the coefficient value for the transformational leadership variable is 0.172 with a p-value of 0.036. Thus the third hypothesis (H3) which says that leadership affects employee performance is accepted (H3 is accepted) and H0 is rejected. Thus, it can be concluded that transformational leadership has a significant effect on employee performance at the General Section of the Jember Regency Regional Secretariat. This could be due to indicators of transformational leadership that have an impact on employee performance. The dimensions of leadership are: task demands, effort or energy, performance, working conditions, use of working time, targets to be achieved and work environment. The results of this study are in accordance with the supporting theories, while in this study there are significant similarities with previous research conducted by: (Nurul Qomariah, Friyanti, Budi Satoto, et al., 2020), (Nurul Qomariah, Warsi, & Sanosra, 2020), (Darmanto & Supriyadi, 2022), (M. A. Kurniawan et al., 2021), (N. Qomariah, Friyanti, Budisatoto, et al., 2020), (Nurul Qomariah, Hermawan, Isnaini, et al., 2020), (Priyono et al., 2018), (Chandra et al., 2020), (Paais & Pattiruhu, 2020), (Antoro, 2014), (Alhudhori et al., 2019), (Utarindasari & Silitonga, 2021) which states that leadership has a significant effect on employee performance.

## **The Influence of Organizational Culture on Employee Performance**

The results of statistical calculations show that the coefficient value for the organizational culture variable is 0.233 with a p value of 0.008. Thus the fourth hypothesis (H4) which says that organizational culture affects performance is accepted (H4 is accepted) and H0 is rejected. Thus, it can be concluded that organizational culture has a significant effect on the performance of the employees of the General Section of the Jember Regency Regional Secretariat. This could be due to indicators of organizational culture that have an impact on performance. The dimensions of organizational culture are: innovation and courage to take risks, attention to details, work results orientation, organization member orientation and team orientation. The results of this study are in accordance with the supporting theories, while in this study there are significant similarities with previous research conducted by: (Achmad, 2016), (Ojo, 2009), (Rantesalu et al., 2017), (Giri et al., 2011), (Messner, 2013),

(Saban et al., 2020), (Rina & Perdana, 2017), (Adha et al., 2019b), (Wambugu, 2014), (Safitri, 2022), (Manggis et al., 2018), (Ikhsan, 2016), (Sangadji, 2009) which states that organizational culture has a significant effect on employee performance.

### **The Effect of OCB on Employee Performance**

The results of statistical calculations show that the coefficient value for the OCB variable is 0.338 with a p value of 0.001. Thus the fifth hypothesis (H5) which says that OCB has an effect on performance is accepted (H5 is accepted) and H0 is rejected. Thus, it can be concluded that OCB has a significant effect on the performance of the employees of the General Section of the Jember Regency Regional Secretariat. This could be due to OCB indicators that have an impact on performance. The results of this study are in accordance with the supporting theories, while in this study there are significant similarities with previous research conducted by: (Achmad, 2016), (Ojo, 2009), (Rantesalu et al., 2017), (Giri et al., 2011), (Messner, 2013), (Saban et al., 2020), (Rina & Perdana, 2017), (Adha et al., 2019b), (Wambugu, 2014), (Safitri, 2022), (Manggis et al., 2018), (Ikhsan, 2016), (Sangadji, 2009), (Antoro, 2014) (Antoro, 2014), which states that OCB has an impact on employee performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the theory and the results of previous research as well as the results of statistical calculations, the conclusions in this study can be described as follows: the first conclusion is that transformational leadership has a positive and significant effect on OCB in the General Section of the Jember Regency Regional Secretariat. The second conclusion is that organizational culture has a positive and significant effect on OCB in the General Section of the Jember Regency Regional Secretariat. The third conclusion is that transformational leadership has a positive and significant effect on the performance of employees of the General Section of the Jember Regency Regional Secretariat. The fourth conclusion is that organizational culture has a positive and significant effect on the performance of the employees of the General Section of the Jember Regency Regional Secretariat. The fifth conclusion is that OCB has a positive and significant effect on the performance of the employees of the General Section of the Regional Secretariat of Jember Regency.

The suggestions that can be given based on the results of the study are as follows: the first suggestion is that the variable that affects the lowest performance is transformational leadership. The leadership of the General Section of the Regional Secretariat of Jember Regency, needs to improve the ability to communicate high expectations, and inspire subordinates to achieve organizational goals because it is the lowest perceived indicator by employees of the General Section of the Jember Regency Regional Secretariat. The second suggestion is that for future research it is recommended to consider other factors that also influence Organizational Citizenship Behavior (OCB) and employee performance such as work culture, and leadership in general. As well as employee motivation. The third suggestion is that further research can also expand the research orientation to a larger scope of organization or a wider population.

## **REFERENCES**

- Abbas, A., Saud, M., Usman, I., & Ekowati, D. (2020). Servant leadership and religiosity: An indicator of employee performance in the education sector. *International Journal of Innovation, Creativity and Change*, 13(4), 391–409. [https://www.ijicc.net/images/vol\\_13/Iss\\_4/13438\\_Abbas\\_2020\\_E\\_R.pdf](https://www.ijicc.net/images/vol_13/Iss_4/13438_Abbas_2020_E_R.pdf)
- Achmad, S. H. (2016). THE EFFECT OF COMPETENCY, MOTIVATION, AND ORGANIZATIONAL CULTURE ON THE EMPLOYEE PERFORMANCE AT THE

- JAYAKARTA HOTEL, BANDUNG, INDONESIA. *JBHOST*, 2(1), 136–146. <https://doi.org/10.1017/CBO9781107415324.004>
- Adha, R. N., Qomariah, N., & Hafidzi, A. H. (2019a). Pengaruh Motivasi Kerja, Lingkungan Kerja, Budaya Kerja Terhadap Kinerja Karyawan Dinas Sosial Kabupaten Jember. *Jurnal Penelitian IPTEKS*, 4(1), 47. <https://doi.org/10.32528/ipteks.v4i1.2109>
- Adha, R. N., Qomariah, N., & Hafidzi, A. H. (2019b). Pengaruh Motivasi Kerja, Lingkungan Kerja, Budaya Kerja Terhadap Kinerja Karyawan Dinas Sosial Kabupaten Jember. *Jurnal Penelitian IPTEKS*, 4(1), 47. <https://doi.org/10.32528/ipteks.v4i1.2109>
- Afrizal, A. (2016). PENGARUH GAYA KEPEMIMPINAN TERHADAP MOTIVASI KERJA DAN KEPUASAN KERJA SERTA DAMPAK PADA KINERJA KARYAWAN (Studi Kasus BMT Bina Ihsanul Fikri Yogyakarta). *JESI (Jurnal Ekonomi Syariah Indonesia)*, 5(2), 151. [https://doi.org/10.21927/jesi.2015.5\(2\).151-170](https://doi.org/10.21927/jesi.2015.5(2).151-170)
- Alamanda, S., Setiawan, M., & Irawanto, D. W. (2022). Leadership Styles on Employee Performance With Work Satisfaction and Organizational Commitment As Intervening Variables. *Jurnal Aplikasi Manajemen*, 20(1), 34–42. <https://doi.org/10.21776/ub.jam.2022.020.01.04>
- Alhudhori, M., Adriani, E., MS, M. Z., & Albetris, A. (2019). Pengaruh Gaya Kepemimpinan dan Insentif terhadap Motivasi Serta Dampaknya terhadap Kinerja Pegawai Dinas Peternakan dan Perikanan Kabupaten Bungo. *Ekonomis: Journal of Economics and Business*, 3(2), 177. <https://doi.org/10.33087/ekonomis.v3i2.79>
- Andriani, S., Kesumawati, N., & Kristiawan, M. (2018). The influence of the transformational leadership and work motivation on teachers performance. *International Journal of Scientific and Technology Research*, 7(7), 19–29. <https://www.ijstr.org/.../The-Influence-Of-Transformational-Leadership-And-Commitment-Organization-Implications-For-Performance-Employee-State...>
- Angesty, F. (2019). Pengaruh Kepemimpinan Transaksional dan Kompensasi Terhadap Motivasi Kerja dan Dampaknya Pada Kinerja Karyawan PT.Indo Acidatama Tbk. *Jurnal Bina Manajemen*, 8(1), 96–115.
- Antoro, D. (2014). Pengaruh Kepemimpinan, Budaya Organisasi, Dan Komitmen Manajemen Puncak Terhadap Transferknowledge Dan Dampaknya Terhadap Kinerja Dosen. *Jurnal Bisnis dan Ekonomi*, 21(299), 99–115.
- Arianto, D. (2017). Pengaruh Kepuasan Kerja terhadap Kinerja Karyawan melalui Organizational Citizenship Behavior sebagai Variabel Intervening (Studi pada Staff PT Kepuh Kencana Arum Mojokerto). *Jurnal Ilmu Manajemen*, 5(3), 1–9.
- Atikah, K., & Qomariah, N. (2020). The effect of leadership style, organizational culture and motivation on employee performance. *Jurnal Manajemen dan Bisnis Indonesia*, 6(2), 216–227. <https://doi.org/10.5267/j.msl.2020.2.008>
- Atmojo, M. (2012). The Influence of Transformational Leadership on Job Satisfaction, Organizational Commitment, and Employee Performance. *International Research Journal of Business Studies*, 5(2), 113–128. <https://doi.org/10.21632/irjbs.5.2.113-128>
- Azhad, M. N., Anwar, & Qomariah, N. (2015). *Manajemen Sumber Daya Manusia*. Cahaya Ilmu.
- Badiroh, U., & Azizah, S. N. (2020). Pengaruh Komitmen Afektif, Kepuasan Kerja, dan Persepsi Kepemimpinan terhadap Organizational Citizenship Behaviour. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis dan Akuntansi (JIMMBA)*, 2(1), 111–120. <https://doi.org/10.32639/jimmba.v2i1.449>
- Belonio, R. J. (2012). The effect of leadership style on employee satisfaction and performance of bank employees in bangkok. *Journal of Business and Psychology*, 5(2), 111–116. <http://www.assumptionjournal.au.edu/index.php/AU-GSB/article/view/480/429>

- Bernardin, H. J dan Russell, J. E. A. (2013). *Human Resource Management, Sixth Edition*. McGrawHill.
- Bommer, W. H., Dierdorff, E. C., & Rubin, R. S. (2007). Does prevalence mitigate relevance? The moderating effect of group-level OCB on employee performance. *Academy of Management Journal*, 50(6), 1481–1494. <https://doi.org/10.5465/AMJ.2007.28226149>
- Bonaparte do Rêgo, E., Supartha, W. G., & Kerti Yasa, N. N. (2017). Pengaruh Kepemimpinan Terhadap Motivasi dan Kinerja Karyawan pada Direktorat Jendral Administrasi dan Keuangan, Kementerian Estatal Timor Leste. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 11(6), 3731. <https://doi.org/10.24843/eeb.2017.v06.i11.p01>
- Brahmasari, I. A., & Suprayetno, A. (2008). Pengaruh Motivasi Kerja , Kepemimpinan dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan serta Dampaknya pada Kinerja Perusahaan ( Studi kasus pada PT . Pei Hai International Wiratama Indonesia ). *Jurnal Manajemen dan Kewirausahaan*, 10(2), 124–135.
- Chandra, J. A., G, N. N. P. M., & Qomariah, N. (2020). Impact of Organizational Citizenship Behavior , Leadership , Individual Characteristics and Competence on Teacher Performance. *Jurnal Manajemen dan Bisnis Indonesia*, 6(2), 244–256.
- Chelagat, L. J., Chepkwony, P. K., & Kemboi, A. (2015). Effect of Organizational Citizenship Behavior on Employee Performance in Banking Sector, Nairobi County, Kenya. *International Journal of Business, Humanities and Technology*, 5(4), 55–61.
- Darmanto, S., & Supriyadi, Y. (2022). Development of Employee Performance Model Based on Transactional Leadership . *Jurnal Aplikasi Manajemen*, 20(2), 427–437. <https://jurnaljam.ub.ac.id/index.php/jam/article/view/2734/1777>
- Ding, H., Yu, E., Chu, X., Li, Y., & Amin, K. (2020). Humble Leadership Affects Organizational Citizenship Behavior: The Sequential Mediating Effect of Strengths Use and Job Crafting. *Frontiers in Psychology*, 11(February), 1–11. <https://doi.org/10.3389/fpsyg.2020.00065>
- Dolphina, E. (2012). Pengaruh Motivasi, Kepemimpinan Dan Budaya Kerja Terhadap Kepuasan Kerja Karyawan Serta Dampaknya Pada Kinerja Perusahaan. *Seminar Nasional Teknologi Informasi & Komunikasi Terapan 2012 (Semantik 2012)*, 2012(Semantik), 1–7. <http://publikasi.dinus.ac.id/index.php/semantik/article/view/220/232>
- Edison, E., Anwar, Y., & Komariyah, I. (2016). *Management Sumber Daya Manusia: Strategi dan Perubahan Dalam Rangka Meningkatkan Kinerja Pegawai dan Organisasi*. Alfabeta.
- Ekowati, V. M., Troena, E. A., & Noermijati, N. (2013). Organizational Citizenship Behavior Role in Mediating the Effect of Transformational Leadership, Job Satisfaction on Employee Performance: Studies in PT Bank Syariah Mandiri Malang East Java. *International Journal of Business and Management*, 8(17), 1–12. <https://doi.org/10.5539/ijbm.v8n17p1>
- Fadly, N. (2017). Pengaruh Kepemimpinan Dan Kompensasi Terhadap Motivasi Kerja Dan Dampaknya Terhadap Kinerja Karyawan Pada Pt Asuransi Parolamas Cabang Pekanbaru. *Jurnal PLANS: Penelitian Ilmu Manajemen dan Bisnis*, 12(1), 60–75. <https://doi.org/10.24114/plans.v12i1.9569>
- Feel, N. H., Herlambang, T., & Rozzaid, Y. (2018). Pengaruh Disiplin Kerja, Budaya Organisasi Dan Lingkungan Kerja Terhadap Kinerja Pegawai. *Penelitian Ipteks*, 3(2), 176–185.
- Fitriastuti, T. (2013). PENGARUH KECERDASAN EMOSIONAL, KOMITMEN ORGANISASIONAL DAN ORGANIZATIONAL CITIZENSHIP BEHAVIOR

- TERHADAP KINERJA KARYAWAN. *Jurnal Dinamika Manajemen*, 4(2), 103–114.
- Fonseca, L., & Costa, D. (2020). The role of work motivation as a mediator on the influence of education-training and leadership style on employee performance. *Management Science Letters*, 10, 1497–1504. <https://doi.org/10.5267/j.msl.2019.12.017>
- Giri, E. E., Nimran, U., Hamid, D., Musadieg, A., & Al Musadieg, M. (2011). The Effect of Organizational Culture and Organizational Commitment to Job Involvement , Knowledge Sharing , and Employee Performance: A Study on Regional Telecommunications Employees of PT Telkom, East Nusa Tenggara Province, Indonesia. *International Journal of Management and Administrative Sciences*, 3(04), 20–33. [www.ijmas.org](http://www.ijmas.org)
- Girsang, W. S. (2019). *PENGARUH BUDAYA ORGANISASI DAN KOMITMEN TERHADAP KINERJA KARYAWAN RS PUTRI HIJAU No. 17 MEDAN* /. Asian Journal of Innovation and Entrepreneurship (AJIE).
- Güçel, C., & Begeç, S. (2012). The effect of the servant leadership on organizational citizenship behavior: Case study of a university. *International Journal of Social Sciences and Humanity Studies*, 4(1), 107–116. <https://dergipark.org.tr/en/pub/ijsshs/issue/26219/276055>
- Guterres, N., Supartha, W. G., & Subudi, M. (2014). Pengaruh Kepemimpinan Terhadap Budaya Organisasi, Motivasi Kerja, Dan Kinerja Pegawai Kantor Kepresidenan Timor Leste. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 3(11), 639–649.
- Habba, D., Modding, B., Bima, M. J., & Bijang, J. (2017). The Effect of Leadership, Organisational Culture and Work Motivation on Job Satisfaction and Job Performance among Civil Servants in Maros District Technical Working Unit. *IRA-International Journal of Management & Social Sciences (ISSN 2455-2267)*, 7(1), 52. <https://doi.org/10.21013/jmss.v7.n1.p7>
- Hafifi, M. A., Qomariah, N., & Arifin, A. (2018). PENINGKATAN KINERJA BERBASIS LINGKUNGAN KERJA, GAYA KEPEMIMPINAN, DAN PELATIHAN KERJA PADA KARYAWAN BAGIAN PRODUKSI PT. MITRATANI DUA TUJUH JEMBER. *Jurnal Manajemen Dan Bisnis Indonesia*, 2(1), 212–214.
- Harahap, S. (2016). Pengaruh Kepemimpinan Islami dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT . Bank Syariah Mandiri , Tbk. *Human Falah*, 3(2). <https://ojs.unsiq.ac.id/index.php/ppkm/article/view/360/190>
- Haryati, D. N. (2019). Pengaruh Motivasi dan Kepribadian terhadap Organizational Citizenship Behavior dengan Budaya Organisasi sebagai Variabel Moderasi. *Jurnal Maksipreneur: Manajemen, Koperasi, dan Entrepreneurship*, 9(1), 28. <https://doi.org/10.30588/jmp.v9i1.433>
- Haryati, E., Mariatin, E., & Supriyantini, S. (2014). Pengaruh Persepsi Kepemimpinan Transformasional dan Budaya Organisasi terhadap Organizational Citizenship Behavior. *Analitika Jurnal Universita Sumatera Utara*, 6(2), 105–113.
- Hasanah, U. (2019). Dampak Kepemimpinan Transformasional dan Kepuasan Kerja pada Organizational Citizenship Behavior (OCB). *Manazhim*, 1(1), 26–44. <https://doi.org/10.36088/manazhim.v1i1.135>
- Hasibuan, N. \Maliarosa. (2019). Pengaruh Kepemimpinan Islam, Kompensasi, Dan Pengembangan Produk Terhadap Kinerja Karyawan Bank Pembiayaan Rakyat Syari'Ah Bandar Lampung. *PSYCHE: Jurnal Psikologi*, 1(2), 85–95. <https://doi.org/10.36269/psyche.v1i2.102>
- Hayati, N. (2020). Pengaruh Persepsi Dukungan Organisasi dan Budaya Organisasi Terhadap Organizational Citizenship Behavior Melalui Kepuasan Kerja. *Jurnal Ekonomi Manajemen-Akuntansi*, 16(2), 54–61.
- Herawati, & Mahfudnurnajamuddin. (2018). Pengaruh kompetensi, disiplin dan iklim

- organisasi terhadap kinerja pegawai pada balai besar pelaksanaan jalan nasional vi kementrian pekerjaan umum makassar. *PARADOKS Jurnal Ilmu Ekonom*, 1.
- Hidayah, S., & Harnoto, H. (2018). Role of Organizational Citizenship Behavior (OCB), Perception of Justice and Job Satisfaction on Employee Performance. *Jurnal Dinamika Manajemen*, 9(2), 170–178. <https://doi.org/10.15294/jdm.v9i2.14191>
- Husodo, Y. R. P. (2018). Pengaruh Budaya Organisasi Terhadap Organizational Citizenship Behavior (OCB) Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada PT. Jatim Indo Lestari. *Manajemen, Agora*, 6(1), 1–8. <http://publication.petra.ac.id/index.php/manajemen-bisnis/article/view/6475>
- Idris, B. A. I., Azis, A., & Kornelius, Y. (2016). Pengaruh Gaya Kepemimpinan Transformasional, Transaksional, Kepuasan Kerja Terhadap Ocb Karyawan Pt.Konstrindo Putera Perkasa. *Jurnal Ilmu Manajemen Universitas Tadulako (JIMUT)*, 2(1), 27–38. <https://doi.org/10.22487/jimut.v2i1.38>
- Ikhsan, A. (2016). Analisis Pengaruh Budaya Organisasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Non Dosen Pada Universitas Mercu Buana Jakarta. *Jurnal Ilmiah Manajemen dan Bisnis*, 2(1), 438–456. <https://doi.org/10.22441/jimb.v2i1.3688>
- Iman, N., & Lestari, W. (2019). The effect of leadership on job satisfaction , work motivation and performance of employees : Studies in AMIK Yapennas Kendari. *African Journal of Business Management*, 13(14), 465–473. <https://doi.org/10.5897/AJBM2019.8794>
- Indiyaningsih, K. M. H., Murdyastuti, A., & Puspitaningtyas, Z. (2020). Efect of human resource competency, work culture and utilization of information technology to performance of employees. *International Journal of Scientific and Technology Research*, 9(4), 3636–3641.
- Jufrizen, J., Farisi, S., Azhar, M. E., & Daulay, R. (2020). Model Empiris Organizational Citizenship Behavior Dan Kinerja Dosen Perguruan Tinggi Swasta Di Medan. *EKUITAS (Jurnal Ekonomi dan Keuangan)*, 4(2), 145. <https://doi.org/10.24034/j25485024.y2020.v4.i2.4159>
- Juliningrum, E., & Sudiro, A. (2013). Pengaruh Kompensasi, Budaya Organisasi, terhadap Motivasi Kerja dan Kinerja Pegawai Emmy. *Jurnal Aplikasi Manajemen*, 11(4), 665–676.
- Khaliq, M., Usman, A., & Ahmed, A. (2021). Effect of Leadership Style on Working Culture and Employees Motivation. *The Journal of Educational Paradigms*, 03(01), 166–170. <https://doi.org/10.47609/0301052021>
- Kosasih, A. (2018). Pengaruh Kepemimpinan Transformasional, Budaya Organisasi dan Motivasi Kerja Pegawai terhadap Kepuasan Kerja Pegawai serta Implikasinya pada Kinerja Pegawai PDAM di Propinsi Banten. *Journal of Government and Civil Society*, 1(2), 159. <https://doi.org/10.31000/jgcs.v1i2.442>
- Kurniawan, I. S., & Safitri, Q. N. (2022). Pengaruh komitmen afektif , kepuasan kerja , kepemimpinan transformasional , dan pemberdayaan karyawan terhadap ocb karyawan. *JURNAL MANAJEMEN*, 14(1), 17–25. <https://doi.org/10.29264/jmmn.v14i1.10386>
- Kurniawan, M. A., Qomariah, N., & Cahyono, D. (2021). The Role of Leadership and Competence in Improving Work Motivation and Performance of Cooperative Employees. *Journal of Economics, Finance and Management Studies*, 4(10), 1880–1892. <https://ijefm.co.in/current.php>
- Kurniawan, R. A., Qomariah, N., & Winahyu, P. (2019). Dampak Organizational Citizenship Behavior , Motivasi. *Jurnal Penelitian IPTEKS*, 4(2), 148–160.
- Lasut, E. J., Sendow, G. M., & Taroreh, R. N. (2019). Pengaruh Kepemimpinan Transformasional Dan Transaksional Terhadap Organizational Citizenship Behavior (Ocb) Di Aston Hotel Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 7(2), 2491–2500.

- <https://doi.org/https://doi.org/10.35794/emba.v7i2.23545>
- Lestari, E. R., & Ghaby, N. K. F. (2018). The Influence of Organizational Citizenship Behavior (OCB) on Employee's Job Satisfaction and Performance. *Industria: Jurnal Teknologi dan Manajemen Agroindustri*, 7(2), 116–123. <https://doi.org/10.21776/ub.industria.2018.007.02.6>
- Lestiyanie, D. A., & Yanuar. (2019). Pengaruh Budaya Organisasi, Keadilan Terhadap OCB, Komitmen Sebagai Intervening Pada CV. Cempaka. *Jurnal Manajerial dan Kewirausahaan*, 1(2), 191–198.
- Lukito, R. (2020). Pengaruh Organizational Citizenship Behaviour Terhadap kinerja karyawan melalui kepuasan kerja pada produksi PVC di UD. Untung Jaya Sidoarjo. *Agora*, 8(2).
- Luthans, F. (2011). *Organizational behavior* (7th ed.). McGraw-Hill, Inc.
- Luthfi, M., Umam, K., & Pinem, R. J. (2021). PENGARUH JOB COMPETENCY DAN EMOTIONAL INTELLIGENCE TERHADAP EMPLOYEE PERFORMANCE MELALUI ORGANIZATIONAL CITIZENSHIP BEHAVIOR ( Studi pada Karyawan Hotel Horison Pekalongan ) Pendahuluan Robbin dan Judge ( 2017 ) mendefinisikan perilaku organisasi adalah “. *Jurnal Administrasi Bisnis*, X(2), 1096–1108.
- Maesaroh, S., Asbari, M., Hutagalung, D., Agistiawati, E., Basuki, S., Radita, F. R., Nurashiah, Yulia, Y., Singgih, E., & Chidir, G. (2020). Pengaruh Religiusitas dan Kepemimpinan Transformasional terhadap Kinerja Guru melalui Mediasi Organizational Citizenship Behavior. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 276–290. [https://ummaspul.e-journal.id/Edupsyscouns/artic. EduPsyCous, 2\(1\), 276–290. https://ummaspul.e-journal.id/edupsyscouns/article/view/473](https://ummaspul.e-journal.id/Edupsyscouns/artic. EduPsyCous, 2(1), 276–290. https://ummaspul.e-journal.id/edupsyscouns/article/view/473)
- Manggis, I. W., Yuesti, A., & Sapta, I. K. S. (2018). The Effect of Career Development and Organizational Culture to Employee Performance with Motivation of Work as Intervening Variable in Cooperation in Denpasar Village. *International Journal of Contemporary Research and Review*, 9(07), 20901–20916. <https://doi.org/10.15520/ijcrr/2018/9/07/553>
- Mangkunegara, A. A. P. (2018). *Manajemen Sumber Daya Manusia, Cetakan Kedua*. PT Remaja Rosdakarya.
- Maryati, T., & Fernando, A. (2018). Peran Organizational Citizenship Behaviour (OCB) Dalam Memediasi Pengaruh Motivasi Intrinsik dan Kepuasan Kerja Terhadap Kinerja Karyawan pada PT.Cinemaxx Branch Lippo Plaza Yogyakarta. *JBTI : Jurnal Bisnis Teori dan Implementasi*, 9(2), 158–173. <https://doi.org/10.18196/bti.92107>
- Maulani, V., Widiartanto, W., & Dewi, R. (2015). Pengaruh Budaya Organisasi Dan Komitmen Organisasi Terhadap Kinerja Karyawan Melalui Organizational Citizenship Behavior (Ocb) Sebagai Variabel Intervening (Studi Kasus Pada Karyawan Pt Masscom Graphy Semarang). *Jurnal Ilmu Administrasi Bisnis*, 4(3), 224–235.
- Messner, W. (2013). Effect of organizational culture on employee commitment in the Indian IT services sourcing industry. *Journal of Indian Business Research*, 5(2), 76–100. <https://doi.org/10.1108/17554191311320764>
- Mondy, R. W., & Noe, R. M. (2005). *Human Resource Management. Ninth Edition*. Prentice Hall Inc.
- Mu'ah, M. (2002). *Manajemen Sumber Daya Manusia*. Grasindo.
- Muhammad Arifin, H. (2015). The influence of competence, motivation, and organisational culture to high school teacher job satisfaction and performance. *International Education Studies*, 8(1), 38–45. <https://doi.org/10.5539/ies.v8n1p38>
- Mukhtar, A. (2018). The effect of competence and organization culture to work satisfaction and employee performance of Sharia banks in Makassar city. *International Journal of*

- Scientific and Technology Research*, 7(10), 1–6.
- Nadeak, B. (2016). Pengaruh Budaya Organisasi Terhadap Organizational Citizenship Behavior (Ocb) Dosen Di Universitas Kristen Indonesia (Uki). *Jurnal Manajemen Pendidikan*, 5(1), 1–10.
- Novelia, M., Swasto, B., & Ruhana, I. (2016). PENGARUH KOMITMEN DAN ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) TERHADAP KINERJA (Studi Pada Tenaga Keperawatan Rumah Sakit Umum Daerah dr. Soegiri Lamongan). *Jurnal Administrasi Bisnis S1 Universitas Brawijaya*, 38(2), 71–78.
- Novitasari, A., Wahyudin, A., & Setiyan, R. (2012). Pengaruh Kepemimpinan Kepala Sekolah, Lingkungan Kerja, Pendidikan, Dan Pelatihan Terhadap Kinerja Guru. *Economic Education Analysis Journal*, 1(2).
- Nur Agustiningsih, H., Thoyib, A., Djumilah, H., & Noermijati. (2016). The Effect of Remuneration, Job Satisfaction and OCB on the Employee Performance. *Science Journal of Business and Management*, 4(6), 212. <https://doi.org/10.11648/j.sjbm.20160406.16>
- Nyoto, Purwati, A. A., & Suyono. (2020). A study on the influence of organizational culture, leadership, transformational leadership, and competency on the commitment of DPRD members and the implication to the performance of the regency/municipal DPRD members in Riau Province. *International Journal of Scientific and Technology Research*, 9(4), 596–605.
- Ojo, O. (2009). Impact Assessment Of Corporate Culture On Employee Job Performance. *Business Intelligence Journal*, 2(2), 388–397.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>
- Panjaitan, O. W. O., & Kristiana, F. (2019). Analisis Efek Mediasi Budaya Kerja Pada Pengaruh Kepemimpinan Terhadap Kinerja Pegawai Studi Pada Dinas Komunikasi Dan Informatika, Statistik Dan Persandian Kabupaten Gunung Mas. *Jurnal Riset Ekonomi Manajemen (REKOMEN)*, 3(1), 54–62. <https://doi.org/10.31002/rn.v3i1.1658>
- Pemayun, I. N. G. T., & Wibawa, I. M. A. (2017). Pengaruh Stres Kerja Dan Budaya Organisasi Terhadap Organizational Citizenship Behavior. *E-Jurnal Manajemen Unud*, 6(9), 5088–5115. stres kerja, budaya organisasi, organizational citizenship behavior
- Pratiwi, H. (2016). Pengaruh Kepemimpinan, Iklim Organisasi, Dan Budaya Kerja Terhadap Motivasi Kerja Dalam Meningkatkan Kinerja Pegawai Pt. Admiral Lines Belawan. *Jurnal Bis-A: Jurnal Bisnis Administrasi*, 5(2), 42–48. <http://ejurnal.plm.ac.id/index.php/BIS-A/article/view/155/137>
- Prijono, W. P., Cahyono, D., & Qomariah, N. (2019). Usaha Meningkatkan Kinerja Pegawai SKPD ( Satuan Kerja Pemerintah Daerah ) Di Lingkungan Inspektorat Kabupaten Jember. 9(1), 20–33.
- Priyanto, W. B. (2016). Pengaruh Gaya Kepemimpinan Transformasional Dan Kompensasi Terhadap Kinerja Karyawan Dengan Motivasi Sebagai Variabel Intervening (Studi Pada Industri Alas Kaki Pt. Bo Kyung Pasuruan). *Journal of Innovation in Business and Economics*, 7(2), 105. <https://doi.org/10.22219/jibe.vol7.no2.105-114>
- Priyono, B. H., Qomariah, N., & Winahyu, P. (2018). PENGARUH GAYA KEPEMIMPINAN, MOTIVASI GURU DAN LINGKUNGAN KERJA FISIK TERHADAP KINERJA GURU SMAN 1 TANGGUL JEMBER. *JURNAL MANAJEMEN DAN BISNIS INDONESIA*, 4(2), 144. <https://doi.org/10.32528/jmbi.v4i2.1758>
- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Peran Organizational



- Citizenship Behavior (OCB), Transformational and Digital Leadership Terhadap Kinerja Melalui Mediasi Komitmen Organisasi Pada Family Business. *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, 4(3), 256–272. <https://doi.org/10.32493/JJSDM.V4I3.10454>
- Putri, Y. D., & Utami, H. N. (2017). PENGARUH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) TERHADAP KINERJA (Studi Pada Tenaga Perawat Ruang Rawat Inap Rumah Sakit Baptis Batu). *Jurnal Administrasi Bisnis S1 Universitas Brawijaya*, 46(1), 27–34.
- Qomariah, N., Friyanti, D., Budisatoto, E., Masram, & Mu'ah. (2020). The impact of leadership style, work environment and job satisfaction on employee performance. *International Journal of Engineering Research and Technology*, 13(8). <https://doi.org/10.37624/ijert/13.8.2020.2030-2038>
- Qomariah, Nurul. (2020). *Manajemen Sumber Daya Manusia: Teori, Aplikasi dan Studi Empiris* (1. arg.). Pustaka Abadi. [https://www.researchgate.net/publication/356291163\\_MANAJEMEN\\_SUMBER\\_DAYA\\_MANUSIA\\_Teori\\_Aplikasi\\_dan\\_Studi\\_Empiris](https://www.researchgate.net/publication/356291163_MANAJEMEN_SUMBER_DAYA_MANUSIA_Teori_Aplikasi_dan_Studi_Empiris)
- Qomariah, Nurul. (2012). Pengaruh Budaya Organisasi, Kepemimpinan Dan Komitmen Organisasi Terhadap Kinerja Dosen Pada Perguruan Tinggi Swasta Di Kabupaten Jember. *Conference In Business, Accounting, And Management (CBAM)*, 1(3), 787–801. <http://jurnal.unissula.ac.id/index.php/cbam/article/view/172>
- Qomariah, Nurul, Friyanti, D., Budi Satoto, E., Masram, M., & Mu'ah, M. (2020). The Impact of Leadership Style, Work Environment and Job Satisfaction on Employee Performance. In *International Journal of Engineering Research and Technology* (Libk. 13, Zenbakia 8). <http://www.irphouse.com>
- Qomariah, Nurul, Hermawan, H., Isnaini, N. H., & Azhad, M. N. (2020). How to Improve Employee Performance at Level 1 Health Facilities During the Covid 19 Pandemic? *International Journal of Engineering Research and Technology*, 13(9), 2511–2518.
- Qomariah, Nurul, Nursaid, Mardana, D. E., & Winahyu, P. (2021). Impact of Leadership Style, Motivation and Work Environment on Employee Performance. *CELSciTech-2021*, 5, 15–23. <https://ejournal.umri.ac.id/index.php/PCST/article/view/3260>
- Qomariah, Nurul, Nyoman, N., & Martini, P. (2022). The Influence of Leadership Style , Work Incentives and Work Motivation on the Employees Performance of Regional Revenue Agency. *Journal of Economics, Finance and Management Studies*, 5(07), 1942–1954. <https://doi.org/10.47191/jefms/v5-i7-12>
- Qomariah, Nurul, Warsi, W., & Sanosra, A. (2020). How to Improve Vocational Teacher Performance ? *Indonesian R Summit*, 149–162.
- Raffie, D. S., Azis, N., & Idris, S. (2018). Pengaruh Kompetensi, Gaya Kepemimpinan, Budaya Kerja Dan Lingkungan Kerja Terhadap Kepuasan Kerja Pegawai Dan Dampaknya Terhadap Kinerja Pegawai Kantor Kementerian Agama Kabupaten Aceh Barat. *Jurnal Magister Manajemen Fakultas Ekonomi dan Bisnis Unsyiah*, ISSN : 2302-0199, 2(1), 36–45.
- Rafiie, D. S., Azis, N., & Idris, S. (2018). Pengaruh kompetensi, gaya kepemimpinan, budaya kerja dan lingkungan kerjaterhadap kepuasan kerja pegawai dan dampaknya terhadap kinerja pegawai Kantor .... *Jurnal Magister Manajemen*. <http://202.4.186.66/JMM/article/view/10240>
- Rantesalu, A., Mus, A. R., & Arifin, Z. (2017). The effect of competence, motivation and organizational culture on employee performance: the mediating role of organizational commitment. *Quest Journals Journal of Research in Business and Management*, 4(9), 8–14. <https://doi.org/10.31227/osf.io/m7wqs>
- Rina, R., & Perdana, A. H. (2017). Pengaruh Kompetensi Budaya Organisasi dan Motivasi

- Terhadap Kinerja Dosen Perguruan Tinggi Swasta di Kota Makassar. *Jurnal Riset*, 3(008), 88–100. <https://doi.org/10.31219/osf.io/67n8g>
- Rini, S. P., Rusdarti, & Suparjo. (2013). Pengaruh Komitmen Organisasi, Kepuasan Kerja dan Budaya Organisasi Terhadap Organizational Citizenship Behaviour (OCB). *Jurnal Ilmiah Dinamika Ekonomi dan Bisnis*, 1(1), 69–88.
- Riyadi, S. (2020). The Influence of Leadership Style , Individual Characteristics and Organisational Climate on Work Motivation , Job Satisfaction and Performance. *International Journal of Innovation, Creativity and Change*, 13(7), 662–677. [https://www.ijicc.net/images/vol\\_13/Iss\\_7/13791\\_Riyadi\\_2020\\_E\\_R.pdf](https://www.ijicc.net/images/vol_13/Iss_7/13791_Riyadi_2020_E_R.pdf)
- Riyanto, A., Hendriani, S., & Efni, Y. (2018). Pengaruh kepemimpinan dan budaya organisasi terhadap kepuasan kerja dan kinerja karyawan bagian produksi kelapa sawit pada pt. perkebunan nusantara v kebun sei galuh. X(4), 632–649.
- Robbins, S. (2011). *Perilaku Organisasi*. Salemba Empat.
- Robbins, S. ., & Judge, T. A. (2011). *Organizational Behavior (Perilaku Organisasi)*. Salemba Empat.
- Rosalina, M., & Wati, L. N. (2020). Pengaruh Gaya Kepemimpinan Terhadap Disiplin Kerja Dan Dampaknya Terhadap Kinerja Karyawan. *Jurnal Ekobis : Ekonomi Bisnis & Manajemen*, 10(1), 18–32. <https://doi.org/10.37932/j.e.v10i1.26>
- Rosyada, N. F., & Rahadjo, M. (2016). Pengaruh Budaya Organisasi Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior (OCB) Pegawai Kanwil PT. Pengadaian (Persero) Jawa Tengah. *Journal of Management*, 5(3), 1–12.
- Saban, D., Basalamah, S., Gani, A., & Rahman, Z. (2020). Impact Of Islamic Work Ethics, Competencies, Compensation, Work Culture On Job Satisfaction And Employee Performance: The Case Of Four Star Hotels. *European Journal of Business and Management Research*, 5(1), 1–8. <https://doi.org/10.24018/ejbmr.2020.5.1.181>
- Safitri, R. E. (2022). The Effect of Training , Organizational Culture , Incentives and Work Environment on Employee Performance : Study at PT . Bank Mandiri Micro Business Cluster Jember II. *RDJPBS*, 2(1), 17–28. <https://doi.org/10.19184/rdjpbs.v1i2.25095>
- Sangadji, E. M. (2009). Pengaruh Budaya Organisasi dan Komitmen Organisasional Pimpinan terhadap Kepuasan Kerja dan Dampaknya pada Kinerja. *Paedagogia*, 12(1), 52–65.
- Sanhaji, A., Soetjipto, B. E., & Suharto, S. (2016). Pengaruh Keadilan Organisasi Dan Budaya Organisasi Terhadap Perilaku Anggota Organisasi (OCB) Melalui Komitmen Organisasi Dan Kepuasan Kerja. *Jurnal Pendidikan: Teori, Penelitian, dan Pengembangan*, 1(5), 917–926. <https://doi.org/10.17977/jp.v1i5.6311>
- Sappe, S., Rante, Y., Tuhumena, R., & Bharanti, B. E. (2016). Effect of Leadership on Employee's Performance Mediated by Cultural Organization, Work Commitment and Motivation. *Journal of Economics and Behavioral Studies (ISSN:)*, 8(2), 101–107.
- Sari, N. I. P., Junita, A., & Ritonga, I. M. (2021). Hubungan Kepemimpinan Melayani Terhadap Perilaku OCB dengan Pemberdayaan Pekerja dan Interaksi Atasan Bawahan Sebagai Pemediasi serta Gender Sebagai Pembederasi. *Jurnal Administrasi Bisnis*, 10(1), 65–76. <https://doi.org/10.14710/jab.v10i1.36131>
- Sari, O. R., & Sus. (2015). Pengaruh Kepuasan Dan Motivasi Kerja Terhadap Kinerja Karyawan Dengan Organizational Citizenship Behavior (Ocb) Sebagai Variabel Intervening. *Management Analysis Journal*, 4(1), 28–35. <https://doi.org/10.15294/maj.v4i1.7221>
- Satya Nugraha, I. P., & Ayu Dewi Adnyani, I. G. (2017). Budaya Organisasi, Komitmen Organaisasi, Dan Kompetensi Terhadap Organizational Citizenship Behaviour Pada Setda Kota Denpasar. *E-Jurnal Manajemen Universitas Udayana*, 7(1), 1. <https://doi.org/10.24843/ejmunud.2018.v7.i01.p01>

- Schein, E. H. (1990). Organizational culture. *American Psychologist*, 45.
- Senjaya, V., & Anindita, R. (2020). The Role of Transformational Leadership and Organizational Culture Towards Organizational Commitment Through Job Satisfaction Among Mining Industry Employees. *Jurnal Aplikasi Manajemen*, 18(4), 767–782. <https://doi.org/10.21776/ub.jam.2020.018.04.15>
- Setiani, T. I., & Hidayat, A. S. (2020). Pengaruh Kepemimpinan dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior (OCB) pada Perusahaan Daerah Air Minum. *Forum Ekonomi*, 22(1), 123–129. <https://doi.org/http://dx.doi.org/10.29264/jfor.v22i1.6240>
- Setiawan, Y., & Qomariah, N. (2022). The Role of Competence , Leadership , Work Environment and Motivation in Improving Employee Performance. *International Journal of Humanities and Social Science Invention (IJHSSI)*, 11(2), 47–58. <https://doi.org/10.35629/7722-1102014758>
- Setyowati, T., Az, B. T., & Tobing, D. S. K. (2021). The Role of Organizational Citizenship Behavior in Mediating the Relationship Between Organizational Culture and Job Satisfaction with Employee Performance. *Quality - Access to Success*, 22(185), 220–234. <https://doi.org/10.47750/QAS/22.185.29>
- Shofwa, Y. (2013). Pengaruh Motivasi Spiritual Dan Kepemimpinan Spiritual Terhadap Kinerja Religius Dosen Dan Karyawan Stain Purwokerto. *Jurnal Pro Bisnis*, 6(1), 19.
- Siagian, M. (2018). EFFECT OF LEADERSHIP , TRAINING , AND HUMAN RESOURCES COMPETENCY TO EMPLOYEE PERFORMANCE THROUGH MOTIVATION AS INTERVENING VARIABLES. *e-Jurnal Apresiasi Ekonomi*, 6(2), 92–102.
- Siagian, S. P. (2015). Manajemen Sumber Daya Manusia. In *Jakarta : Bumi Aksara*.
- Simbolon, S. (2017). Pengaruh Kepemimpinan Visioner , Motivasi , dan Kompetensi terhadap Budaya Kerja dan Komitmen serta Implikasinya pada Kinerja Dosen. *Kontigensi Volume 5, No.2 November 2017, Hal. 87 - 97 ISSN 2088-4877*, 5(2), 87–97.
- Sugiyono. (2013). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Sukmana, D. T., & Indarto, I. (2018). Pengaruh Kepemimpinan Dan Integritas Terhadap Kinerja Anggota Polisi Melalui Kepuasan Kerja Sebagai Variabel Intervening. *Jurnal Riset Ekonomi dan Bisnis*, 11(2), 128. <https://doi.org/10.26623/jreb.v11i2.1081>
- Sumiaty, R. Y. (2020). Pengaruh Gaya Kepemimpinan, Pelatihan dan Kompensasi Terhadap Kinerja Guru Sekolah Al Azhar Bumi Serpong Damai Tangerang Selatan. *Jurnal Madani : Ilmu Pengetahuan, Teknologi, dan Humaniora*, 3(1), 42–55. <https://doi.org/10.33753/madani.v3i1.99>
- Supriadi, A. D., Suharto, S., & Sodikin. (2018). The effect of competence and organization culture to employee performance with motivation as the mediation variable in the Directorate General of Fiscal balance-Ministry of Finance , Indonesia. *Jurnal Perspektif Pembiayaan dan Pembangunan Daerah Vol.*, 5(4), 325–336. <https://online-journal.unja.ac.id/JES/article/view/4606/8721>
- Susanti Gunawan, J., Datun Solang, P., & Kartika, W. (2013). Organizational Citizenship Behavior Yang Berpengaruh Pada Kinerja Karyawan Dan Kepuasan Konsumen Di Hotel Sheraton Surabaya. *Jurnal Hospitality dan Manajemen Jasa*, 1(2), 120–133. <http://publication.petra.ac.id/index.php/manajemen-perhotelan/article/view/961>
- Suzanna, A. (2017). Pengaruh Organizational citizenship terhadap kinerja karyawan pada PT Taspen (PERSERO) Kantor Cabang Cirebon. *Jurnal Logika*, XIX(1), 42–50.
- Sya'roni, Herlambang, T., & Cahyono, D. (2018). DAMPAK MOTIVASI, DISIPLIN KERJA DAN KEPEMIMPINAN KEPALA SEKOLAH TERHADAP KINERJA GURU. *Jurnal Sains Manajemen & Bisnis Indonesia*, 8(2), 131–147.

- Syahrudin, M., Titisari, P., & Susanto, A. B. (2022). The Effect of Transactional Leadership, Compensation, Motivation and Work Experience Through Job in Security on The Performance of Employees. *Quality - Access to Success*, 23(188), 256–262. <https://doi.org/10.47750/qas/23.188.34>
- Tampi, G. S. (2013). Kepemimpinan Dan Kompensasi Pengaruhnya Terhadap Kinerja Karyawan Dan Dampaknya Terhadap Organization Citizenship Behavior. *Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 1(3), 921–929. <https://ejournal.unsrat.ac.id/index.php/emba/article/view/1901/1509>
- Ticoalu, L. (2013). Organizational Citizenship Behavior (Ocb) Dan Komitmen Organisasi Pengaruhnya Terhadap Kinerja Karyawan. *Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 1(4), 782–790.
- Udayani, N. L. putu K., & Sunariani, N. nyoman. (2019). Budaya organisasi, pengembangan karir, job insecurity terhadap organisational citizenship behaviour dengan komitmen organisasional sebagai variabel intervening. *Jurnal Manajemen dan Bisnis*, 8(2), 342–353. <http://journal.stieindragiri.ac.id/index>.
- Utarindasari, D., & Silitonga, W. S. H. (2021). Analisis Pengaruh Insentif dan Gaya Kepemimpinan terhadap Motivasi Kerja dan Produktivitas Karyawan. *Jurnal Manajemen Bisnis dan Keuangan*, 2(1), 12–19. <https://doi.org/10.51805/jmbk.v2i1.29>
- Vipraprastha, T., Sudja, I. N., & Yuesti, A. (2018). The Effect of Transformational Leadership and Organizational Commitment to Employee Performance with Citizenship Organization (OCB) Behavior as Intervening Variables (At PT Sarana Arga Gemeh Amerta in Denpasar City). *International Journal of Contemporary Research and Review*, 9(02), 20503–20518. <https://doi.org/10.15520/ijcrr/2018/9/02/435>
- Wambugu, L. W. (2014). Effects of Organizational Culture on Employee Performance (Case Study of Wartsila -Kipevu Ii Power Plant). *European Journal of Business and ManagementOnline*, 6(32), 80–93.
- Warsito, B. (2014). Pengaruh Budaya Organisasi Dan Lingkungan Kerja Terhadap Organizational Citizenship Behavior, Motivasi Dan Kinerja. *Jurnal Ekonomi Modernisasi*, 4(2), 83–96.
- Wiguna, I. D. G. E. C. (2015). PENGARUH GAYA KEPEMIMPINAN, KOMUNIKASI, PENDIDIKAN DAN PELATIHAN TERHADAP KINERJA KARYAWAN PADA PT. PLN (PERSERO) DISTRIBUSI BALI AREA BALI SELATAN. *E-Jurnal Manajemen Unud*, 4(9), 2527–2543.
- Wijayanti, R., & Meftahudin. (2016). Pengaruh kepemimpinan islami, motivasi dan kepuasan kerja terhadap kinerja karyawan dengan lama kerja sebagai variabel moderating. *Jurnal PPKM III*, 3(3), 185–192. <https://ojs.unsiq.ac.id/index.php/ppkm/article/view/360/190>
- Winoto, S. A., Priadana, S., & Indah, D. Y. (2020). Komitmen dan budaya organisasi terhadap Organizational Citizenship Behavior (OCB). *Jurnal Riset Bisnis dan Manajemen*, Vol 13(No 2), 97–103.
- Wira Saputra, P. E., & Supartha, I. W. G. (2019). Pengaruh Budaya Organisasi Dan Dukungan Organisasi Terhadap Ocb Dimediasi Oleh Komitmen Organisasional. *E-Jurnal Manajemen Universitas Udayana*, 8(12), 7134. <https://doi.org/10.24843/ejmunud.2019.v08.i12.p12>
- Zubaidah, R. A. (2016). PENGARUH KEPEMIMPINAN KEPALA SEKOLAH DAN KOMPETENSI GURU TERHADAP MOTIVASI KERJA GURU SERTA IMPLIKASINYA PADA KINERJA GURU DI SMP NEGERI KOTA PALEMBANG. *JURNAL Ecoment Global*, 1(2), 8–20. <http://ejournal.uigm.ac.id/index.php/EG/article/view/200/204>



**● 24% Overall Similarity**

Top sources found in the following databases:

- 21% Internet database
- 11% Publications database
- Crossref database
- Crossref Posted Content database
- 16% Submitted Works database

TOP SOURCES

The sources with the highest number of matches within the submission. Overlapping sources will not be displayed.

1	<b>ajhssr.com</b> Internet	7%
2	<b>repository.unmuhjember.ac.id</b> Internet	5%
3	<b>ijefm.co.in</b> Internet	2%
4	<b>Universitas Muhammadiyah Sinjai on 2022-03-10</b> Submitted works	2%
5	<b>Universitas Negeri Jakarta on 2020-06-16</b> Submitted works	1%
6	<b>ijhssi.org</b> Internet	<1%
7	<b>researchgate.net</b> Internet	<1%
8	<b>Andri Setiawan, Eko Budi Satoto, Nurul Qomariah. "Effect of Transform...</b> Crossref	<1%

9	<b>jurnal.narotama.ac.id</b>	Internet	<1%
10	<b>ijbmi.org</b>	Internet	<1%
11	<b>e-journal.stie-kusumanegara.ac.id</b>	Internet	<1%
12	<b>Trisakti University on 2020-12-15</b>	Submitted works	<1%
13	<b>Bahadur Ali Soomro, Naimatullah Shah. "Determining the impact of ent...</b>	Crossref	<1%
14	<b>University of Edinburgh on 2021-08-16</b>	Submitted works	<1%
15	<b>aptikom-journal.id</b>	Internet	<1%
16	<b>univ45sby.ac.id</b>	Internet	<1%
17	<b>Universitas Mercu Buana on 2018-11-29</b>	Submitted works	<1%
18	<b>Abdul Hamid Habbe. "The exploration of effect of financial performanc...</b>	Crossref	<1%
19	<b>cibgp.com</b>	Internet	<1%
20	<b>bircu-journal.com</b>	Internet	<1%

21	<b>docplayer.net</b> Internet	<1%
22	<b>jurnal.unived.ac.id</b> Internet	<1%
23	<b>rjap.psihologietm.ro</b> Internet	<1%