

PAPER NAME

**Trias_tunggu revisi - 7009-44710-1-SM.d
ocx**

AUTHOR

Trias 1 Trias 1

WORD COUNT

9074 Words

CHARACTER COUNT

54881 Characters

PAGE COUNT

20 Pages

FILE SIZE

583.6KB

SUBMISSION DATE

Jul 8, 2023 12:31 PM GMT+7

REPORT DATE

Jul 8, 2023 12:32 PM GMT+7

● 21% Overall Similarity

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

- 18% Internet database
- 11% Publications database
- Crossref database
- Crossref Posted Content database
- 12% Submitted Works database

● Excluded from Similarity Report

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

The Role of Organizational Culture and Professionalism in Improving Lecturer Performance with Organizational Citizenship Behavior Based On Spiritual (OCBBoS) As Intervening Variables

Trias Setyowati , Wenny Murtalining Tyas, Nurul Qomariah

Universitas Muhammadiyah Jember

E-mail: trias@unmuhjember.ac.id, wennymurtaliningtyas@unmuh.ac.id, nurulqomariah@unmuhjember.ac.id

*Correspondent Author: Nurul Qomariah

ABSTRACT

The role of lecturers is very important in improving the performance of tertiary institutions. The performance of tertiary institutions can be seen from the accreditation scores obtained by universities in certain periods. This study aims to analyze and determine the direct and indirect effects of organizational culture (X1) and professionalism (X2) on performance through organizational citizenship behavior based on spiritual (Z) as an intervening variable at Muhammadiyah University in East Java. The population in this study were all lecturers teaching at Muhammadiyah University in East Java (UM Surabaya, UM Gresik, UM Ponorogo, UM Jember, UM Sidoarjo) totaling 1,242 people. In this study, a sample of 200 lecturers was determined using the proportional simple random sampling method. Data analysis used descriptive statistical analysis and Structural Equation Modeling (SEM) -AMOS and the Sobel test. The results showed that organizational culture had no significant positive effect on lecturer performance. Lecturer professionalism has a significant positive effect on performance. Organizational culture has a significant positive effect on spiritual-based OCB. Lecturer professionalism has a positive effect on spiritual-based OCB. Spiritual-based OCB has a significant positive effect on performance. Organizational culture has a significant effect on performance through spiritual-based OCB. Lecturer professionalism has a significant effect through spiritual-based OCB on performance.

Keywords: organizational culture; professionalism; spiritual-based organizational citizenship behavior; lecturer performance.

INTRODUCTION

The development of tertiary institutions in Indonesia in the last ten years has experienced very significant development, currently there are 316 private higher education institutions in East Java, consisting of 96 universities, 23 institutes, 23 institutes of higher education institutions: 124 institutions, Academy of : 51 institutions, Polytechnic of 12 institutions and Community Academy of 10 institutions. Of the 316 tertiary institutions in East Java, 6 (six) of them are Muhammadiyah colleges in the form of universities, namely UM Ponorogo, UM Surabaya, UM Sidoarjo, UM Malang, UM Gresik, and UM Jember. The problem faced by these 5 PTMs is that they still have an Institutional Accreditation score B. Another problem that is also an obstacle to lecturers' academic performance is that there are still many lecturers who have not received academic positions based on the academic position of lecturers from Muhammadiyah University in East Java based on [sinta3 data.kemendikbud.go.id](http://sinta3.data.kemendikbud.go.id) is presented in Table 1. Based on the data in Table 1. a total of 56 lecturers have the academic position of associate profesor , 299 lecturers have the position of lecturer, 511 lecturers have the academic position of expert assistant, and 368 lecturers do not yet have an academic position. while the academic position of professor does not exist at all. With regard to the phenomena that occur in PTMs operating in East Java in the form of universities, this research needs to be conducted.

Commented [j1]: Singkat saja dengan mengubah semua menjadi 5 paragraf saja dengan urutan paragraf:

- Paragraf 1. Urgensi penelitian dan fenomena
- Paragraf 2. Alasan penelitian dilakukan terkait fenomena dan teori2 terkait
- Paragraf 3. Alasan pemilihan Objek
- Paragraf 4. Kesenjangan/GAP Penelitian
- Paragraf 5. 1-2 kalimat Ringkasan GAP, 1-2 kalimat novelty/kebaruan, 1-2 kalimat manfaat penelitian, dan diakhiri dengan tujuan terperinci yang nanti untuk isi dari kesimpulan.

Table 1. Academic Rank

No.	Name of University	Lecturer Academic Position					Total
		Professor	Associate Professor	Lector	Expert Assistant	Unknown	
1.	UM Ponorogo	-	8	90	71	37	206
2.	UM Surabaya	-	20	48	137	105	311
3.	UM Gresik	-	6	42	66	81	195
4.	UM Sidoarjo	-	9	58	110	63	241
5.	UM Jember	-	13	61	127	88	289
	Total		56	299	511	368	1.242

Source: sinta3.kemendikbud.go.id. 2022.

14 Performance is the quality and quantity of achieving tasks either individually, in groups or in an organization. Performance can be improved by establishing clear and measurable job descriptions for each employee so that they understand what their functions and responsibilities are (Azhad, Anwar, and Qomariah 2015). The corporate culture belongs to and guides all layers of individuals in an organization in carrying out their duties (Ikhsan 2016). Performance can increase due to several factors such as organizational culture, professionalism and spiritual-based organizational behavioral citizenship. 3 Professional is a job or activity carried out by a person and becomes a source of income for life that requires expertise, skills or abilities that meet certain quality standards or norms and requires professional education. Organizational citizenship behavior (OCB) or also known as organizational citizenship behavior is a behavior in which a person wants to do something beyond what has been described by his job, and has no appreciation for it (Organizational citizenship behavior (OCB) or also known as organizational citizenship behavior is a behavior in which a person wants to do something beyond what has been described by his job, and has no appreciation for it (Luthans 2014). Based on the data in Table 1. the phenomena that appear in the performance of lecturers at Muhammadiyah University in East Java, a total of 56 lecturers have the academic position of Associate Professor, 299 lecturers have the academic position of lecturer, 511 lecturers have the academic position of expert assistant, and 368 lecturers does not yet have an academic position, while there is no professorship at all. This problem is a very urgent problem when it comes to lecturer performance. This is because lecturer performance indicators are usually seen from the academic positions they have achieved. Therefore this research was conducted.

This research was conducted at 5 (five) Muhammadiyah Universities in the East Java region which included UM Ponorogo, UM Surabaya, UM Sidoarjo, UM Malang, UM Gresik, and UM Jember. As presented in Table 1, the problem faced by the Muhamamdiyah tertiary institution in the form of a university located in East Java is that there are still many lecturers (a total of 368 lecturers) who do not have academic positions. Therefore, based on the existing phenomena, this research was conducted at Muhammadiyah University in East Java.

The corporate culture belongs to and guides all levels of individuals in an organization in carrying out their duties (Ikhsan 2016). By applying organizational culture properly, 47 employees will carry out their duties well too, so that all tasks can be carried out properly. Employee performance is an important aspect in the effort to achieve the goals to be achieved by the company. With good employee performance in a company, the company will

be able to achieve the goals it wants. (Ikhsan 2016), (Sangadji 2009), (Wambugu 2014), (Saban et al. 2020), (Achmad 2016), (Antoro 2014), (Rina and Perdana 2017) in his research discussing the problem of the relationship between organizational culture and performance stated that organizational culture has an impact on employee performance. Other research conducted by: (Giri et al. 2011; Manggis, Yuesti, and Sapta 2018; Ojo 2009; Safitri 2022; Yateno et al. 2022), (Achmad 2016; Messner 2013; Rantesalu, Mus, and Arifin 2017) also states that organizational culture influences employee performance. Meanwhile, research (Atikah and Qomariah 2020), (Qomariah et al. 2020) states that organizational culture has no impact on employee performance. Thus there are still contradictions in terms of research results related to the relationship between culture and employee performance. A person has professionalism in his field of work then all work will be completed on time. Thus the performance of employees in an organization will increase. Research conducted by: (Sambung et al. 2012), (Pratama 2014), (Hafid and Fajariani 2019a), (Permanasari, Setyaningrum, and Sundari 2014), (Fajduani, Bahri, and Effendy 2021), (Novita and Yulianti 2020), (Arif, Darmawang, and Nahriana 2021), (Waterkamp, Tawas, and Mintardjo 2018), (Bolung, Tewal, and Uhing 2018), (Bhagya 2020) states that there is a positive relationship between professionalism and employee performance in a company. If all employees have a good OCB spirit, then all work can be completed properly and the company's performance will increase. Research conducted by: (Bommer, Dierdorff, and Rubin 2007; Chandra, G, and Qomariah 2020; Chelagat, Chepkwony, and Kemboi 2015; Ekowati, Troena, and Noermijati 2013; Fitriastuti 2013; Hermanto and Srimulyani 2022; Hidayah and Harnoto 2018; Jufrizen et al. 2020; Kurniawan, Qomariah, and Winahyu 2019; Luthfi, Umam, and Pinem 2021; Putri and Utami 2017; Sari and Sus 2015; Susanti Gunawan, Datun Solang, and Kartika 2013; Suzanna 2017; Ticoalu 2013) results that OCB has an impact on employee performance. Research stating that ocb has no impact on performance is carried out by Nur Agustiniingsih, Thoyib, Djumilah, & Noermijati, 2016), (Atikah & Qomariah, 2020). From the results of previous studies that have been carried out by previous researchers, it turns out that there are still contradictory results. Several previous studies examined the influence of organizational culture on OCB, including those conducted by (Griffin, Phillips, and Gully 2016), (García-Cabrera and García-Soto 2011), (Ocampo et al. 2018), (Husodo 2018), (Satya Nugraha and Ayu Dewi Adnyani 2017), (Wira Saputra and Supartha 2019), which states that organizational culture can increase employee OCB behavior. The better the organizational culture, the higher the OCB of employees. Research related to organizational culture's effect on OCB was also carried out by (Ticoalu 2013), (Demir 2015), (Popescu, Deaconu, and Popescu 2015), (Jufrizen et al. 2020) (Setyowati, Az, and Tobing 2021) which stated that organizational culture had an effect on increasing OCB. This is also in line with research conducted by (Griffin, Phillips, and Gully 2016) which found that organizational culture influences OCB. (Ocampo et al. 2018) states that organizational culture in China which consists of a culture of mutual trust, restraint and always benefits the organization will improve organizational performance and can increase harmony between employees (Smith, Organ, and Near 1983), (Husodo 2018; Nadeak 2016), (D. N. Haryati 2019; E. Haryati, Mariatin, and Supriyantini 2014; Lestiyanie and Yanuar 2019; Maulani, Widiartanto, and Dewi 2015; Pemayun and Wibawa 2017; Rini, Rusdarti, and Suparjo 2013; Rosyada and Rahadjo 2016; Satya Nugraha and Ayu Dewi Adnyani 2017; Udayani and Sunariani 2019; Warsito 2014; Winoto, Priadana, and Indah 2020; Wira Saputra and Supartha 2019) also stated that there is a relationship between cultural perceptions of OCB. The variable that also influences the increase in OCB is professionalism. Research that supports that professionalism has an influence on OCB is conducted by (Demir 2015) (Mintardjo 2017), (Tursanurohmad 2019) , (Salehipour and Ah mand 2018), (Hafid and Fajariani 2019b),

(Sjahrudin 2018), from the research conducted it shows that there is a positive and significant influence between professionalism on OCB.

There are contradictions in several studies that link organizational culture with performance. This is proven by research conducted (Atikah & Qomariah, 2020), (Qomariah, Hermawan, Isnaini, & Azhad, 2020) stating that organizational culture has no impact on employee performance. Meanwhile (Adha, Qomariah, & Hafidzi, 2019) in his research which discusses the problem of the relationship between organizational culture and performance states that organizational culture has an impact on employee performance. Thus there are still contradictions in terms of research results related to the relationship between culture and employee performance. The relationship between OCB and performance also contains contradictions in the research results. Research (Bommer, Dierdorff, & Rubin, 2007) found that OCB has an impact on performance. Research stating that OCB has no impact on performance is carried out by (Nur Agustiningsih, Thoyib, Djumilah, & Noermijati, 2016), (Atikah & Qomariah, 2020). The novelty of this research is to add the spiritual OCB variable as an intervening variable which will mediate between the influence of organizational culture and professionalism on lecturer performance. Thus the results of this research are expected to be useful for higher education institutions as well as scientific development related to the theme being carried, namely organizational culture, lecturer professionalism, spiritual OCB and lecturer performance. Meanwhile, the purpose of this study was to determine the role of organizational culture and professionalism in improving lecturer performance with organization citizenship behavior spirituality (OCBs) variables as uninterfering variables at Muhammadiyah University in East Java.

LITERATURE REVIEW

The terminology or understanding of organizational culture does not seem to be defined in a nutshell. There are several descriptions that provide an understanding of this. According to the anthropological view, culture is defined as a collective mental program of people in an organization or a society who develop the same values, beliefs and behaviors. Organizational culture refers to a system of shared meaning held by organizational members that differentiates the organization from other organizations (Mathis and Jackson 2011). Organizational culture as a basic philosophy that provides direction for organizational policies in managing employees (Stephen P. Robbins 2002). Organizational culture is defined as a pattern of basic assumptions that existing groups create, discover or develop in the learning process to overcome the difficulties of external adaptation and internal integration (Schein 1990). An organization will succeed or fail, largely determined by the culture that exists in the organization. (Penjajar et al. 2005) states that a strong organizational culture is the reason for the success of an organization. We recommend that a strong culture that is completely difficult to change is said to be the cause of organizational problems. In this regard, (Edwards, Davey, and Armstrong 2015) argued that the stronger the culture, the stronger the effect or influence on the environment and human behavior.

Professionalism is a job or activity carried out by a person and becomes a source of income for life that requires expertise, skills or abilities that meet certain quality standards or norms and requires professional education. According to the 2005 Teacher and Lecturer Law, lecturer professionalism consists of 4 (four) competencies, namely: pedagogic competence, personality competence, social competence, professional competence. For tertiary institutions, the problem of lecturer competence is a challenge for the organization. Competence is very necessary for a lecturer, where the lecturer becomes the main measure in the teaching and learning process, so that the lecturer has the ability to provide good service to students through a distinctive touch and not easy for competitors to imitate.

Commented [j2]: Literatur review cukup fokus pada variabel dalam penelitian ini, sedangkan dimensi ataupun indikator letakkan pada bab metode tepat di tabel definisi operasional variabel

Organizational Citizenship Behavior (OCB) or also known as organizational citizenship behavior is a behavior in which a person wants to do something beyond what has been described by his job, and has no appreciation for it. For example OCB, if there is a worker who is willing to help his boss or co-workers to do work that is not in his work contract, then that person is said to have good OCB. According to (Organ, Podsakoff, and MacKanzie S 2003) there are seven dimensions of OCB that have been used by researchers.

Performance measurement in this study is individual performance measurement with self-assessment. Self-assessment is an assessment carried out by the employee himself with the hope that the employee will be able to get to know his strengths and weaknesses better so that he is able to identify aspects of work behavior that need to be improved in the future. One of the virtues of this method is that it prevents self-righteous behavior from occurring. This method is called the future approach because employees will improve themselves in order to do better future tasks.

Research Conceptual Framework

Based on the description of the relationship between variables, in this study a conceptual framework was built to examine the relationship between organizational culture and lecturer professionalism on OCB Based on Spirituality, and lecturer performance. The conceptual framework is presented in Figure 1.

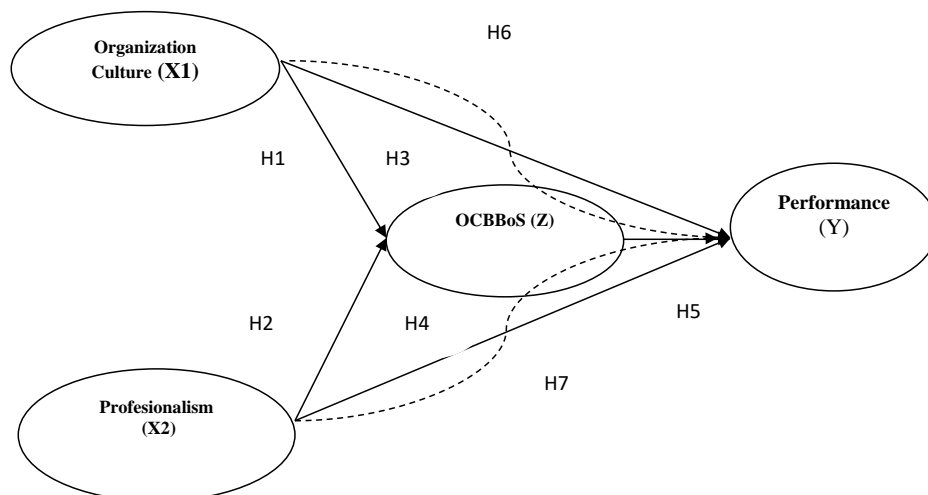


Figure 1: Conceptual Framework of Research

Commented [j3]: Tambahkan h6 dan h7 tidak langsung

RESEARCH HYPOTHESIS DEVELOPMENT

According to (S.P Robbins and Judge 2011), defines organizational culture as a basic philosophy that provides direction for organizational policies in managing employees. Organizational culture is a good habit that is applied to an organization to encourage employees to work well in accordance with what is directed by the organization for company goals. OCB is the behavior of employees that exceeds the established SOP (Luthans 2011). The relationship between organizational culture and spiritual-based OCB can be illustrated that a good organizational culture that is applied to an organization and obeyed by all members in the organization will have a positive effect on employees to work according to

SOPs or even exceed the established rules Then the first hypothesis (**H1**), namely: Organizational Culture Influences OCBbos.

Professionalism is the behavior, manner and quality that characterizes a profession. An employee can be said to be a professional if his work has the characteristics of the technical or ethical standards of a profession (Oerip & Utomo, 2012). Lecturers are professionals at PTs who impart their knowledge to students according to their field. According to the 2005 Teacher and Lecturer Law, lecturer professionalism consists of 4 (four) competencies, namely: pedagogy, skills, social and professional. The relationship between professionalism and OCBbos can be narrated that the more a person has professionalism in a particular field, the more active they are in completing the tasks assigned according to their field. Thus, the second hypothesis (**H2**) is: Professionalism Influences OCBbos.

Culture is a pattern of basic assumptions that are created, discovered or developed by certain groups as learning to overcome problems of external adaptation and internal integration in an official and well-executed company (Schein 1990). This culture is usually taught or passed on to new members as the right way to understand, think and feel things related to problems. According to (Qomariah 2020) the performance of an employee is a behavior human beings in an organization that meet established standards of behavior to achieve the desired results. A good culture in an organization that has become a habit will be able to have an impact on employee performance. Then the third hypothesis (**H3**), namely: Organizational Culture Influences Employee Performance.

A person is said to be a professional if he works according to the expertise he has. Professionals will work with their best to show others that they are capable of carrying out the task (Novita and Yulianti 2020). A professional person, then he will do work that is in accordance with the expertise he has and devote himself to service users and be responsible for his work. A person's performance will increase if he works professionally. Then the fourth hypothesis (**H4**) is: Lecturer professionalism influences lecturer performance.

OCBbos is spiritually based independent individual behavior that is indirectly or explicitly recognized in the reward system and in promoting the effective functioning of an (Organ, Podsakoff, and MacKanzie S 2006). OCBbos is employee behavior that goes beyond the mandatory role that is based on one's spiritual or religion that is not directly recognized by the formal reward system. If someone has a sense of wanting to work beyond what has been assigned, then all work must be completed properly. Then the fifth hypothesis (**H5**), namely: OCBbos affects employee performance.

In management's perception, a strong organizational culture that is difficult to change will cause problems in the organization. In this regard, (Edwards, Davey, and Armstrong 2015) argued that the stronger the culture, the stronger the effect or influence on the environment and human behavior in organizations. A strong and good culture will make employees carry out their duties properly according to their duties. Related to a good organizational culture will make employees also do the best for the organization. Thus it will increase employee OcbS. With the increase in employee OcbS it is expected to improve employee performance. Then the sixth hypothesis (**H6**), namely organizational culture has an impact on performance through spiritual Ocb.

Professionalism is the behavior, manner and quality that characterizes a profession. An employee can be said to be a professional if his work has the characteristics of the technical standards or ethics of a profession. (Oerip & Utomo, 2012). Lecturers must have professionalism so that they can carry out the tridharma tasks properly and can be completed on time. Lecturers who can complete assignments well and on time usually have good spiritual ocb too. Thus, if the lecturer has professionalism as a lecturer and also has a spiritual ocb, then the lecturer's performance in the form of tri dharma PT will also be carried out well.

Thus the seventh hypothesis (H7), namely professionalism has an impact on performance through spiritual ocb.

RESEARCH METHODS

The population in this study were all lecturers at 5 Muhammadiyah Universities in the LLDIKTI Region VII, namely Jember Muhammadiyah University, Sidoarjo Muhammadiyah University, Surabaya Muhammadiyah University, Gresik Muhammadiyah University and Muhammadiyah University Ponorogo. The total number of population subjects is 1,242 lecturers, spread across 5 (five) Muhammadiyah Universities in East Java. The sample size in this study follows the rules of research with SEM analysis, which states that the SEM model that is sensitive to a good number of samples is between 100-200 samples for the maximum likelihood estimation technique (Agusty Ferdinand 2016).

Based on the description, the sample size used in this study was determined as many as 200 respondents. The unit of analysis used in this study were lecturers at Muhammadiyah University in the East Java Region who still have Institution B Accreditation. The sampling technique used in this study was probability sampling using proportional simple random sampling. This technique is used when the population has homogeneous members or elements and the number of samples is taken proportionally. The total population and sample at each Muhammadiyah University in East Java are presented in Table 3.

Table 3. Total Population And Research Sample

No	University	Number of Lecturers	Sample
1	Universitas Muhammadiyah Jember	289	46
2	Universitas Muhammadiyah Sidoarjo	241	36
3	Universitas Muhammadiyah Gresik	195	36
4	Universitas Muhammadiyah Surabaya	311	46
5	Universitas Muhammadiyah Ponorogo	206	36
Total		1.242	200

Operational Definition and Variable Measurement

The variables, operational definitions, indicators and instruments used in this study are presented in more detail in Table 4.

Table 4. Variables, Operational Definitions, Indicators Research

Variable	Operational Definition	Indicator
Organizational culture (S. Robbins and Judge 2008)	Organizational culture is a core value as the essence of the company's philosophy to achieve success which is supported by all members of the organization and provides a shared understanding of the common direction and guides their behavior from day to day.	1. Innovation and risk taking
		2. Attention to details
		3. Result orientation
		4. People orientation
		5. Orientation to the team
		6. Aggressiveness
		7. Stability
Lecturer Professionalism (UU Guru dan Dosen, 2005)	Lecturer professionalism is work or activities carried out by someone	1. Pedagogic Competence
		2. Social Competence
		3. Personality Competence

	who requires expertise, skills or skills that meet certain quality standards or norms and require professional education.	4. Professional Competence
OCB based on spirituality (Organ, Podsakoff, and MacKanzie S 2006), (Ali 2009)	OCBbos is employee behavior beyond the assigned duties and responsibilities which is aimed at increasing the effectiveness of performance based on Islamic spiritual values in the organization without ignoring individual employee productivity goals.	1.Contentiousness
		2.Sportmanship
		3.Courtesy
		4.Alturism
		5.Civic Virtue
		6.Peacekeeping
		7. Cheerleading
		8. Aqidah/ 9. Ibadah 10.Muamalah
Lecturer performance (UU Sistem Pendidikan Nasional No 20 Diknas, 2004)	Lecturer performance is the implementation of the Tri Dharma of Higher Education which is carried out in the fields of education and teaching, research and development of scientific work, community service and other supporting activities	1. Education and teaching 2. Research 3. Community

In connection with the concept of organizational culture, organizational culture has several purposes, namely: 1) organizational culture is seen as an observable regularity of behavior; 2) the rules that apply to the organization; 3) feeling or climate (atmosphere). With a total of 7 (seven) indicators, namely: Innovation and risk taking, Attention to details, Result orientation, People orientation, Orientation to the team, Aggressiveness, Stability. According to the 2005 Teacher and Lecturer Law, lecturer professionalism consists of 4 (four) competencies, namely: 1) Pedagogic Competence is the ability to manage student learning; 2) Personality Competence is a solid personality ability, noble, wise and authoritative as well as being a role model for students; 3) Social Competence is the teacher's ability to communicate and interact effectively and efficiently with students, fellow teachers or lecturers, parents / guardians of students, and the surrounding community; 4) Professional competence is the ability to master subject matter broadly and in depth.

Data Analysis Method

The data analysis method used in this research are; descriptive statistical analysis and AMOS Structural Equation Modeling (SEM).

RESULTS AND DISCUSSION

Characteristics of Respondents

Based on the overall data of the research sample, the characteristics of the respondents' age, gender, functional position of lecturers, level of education and years of service can be described. The results of the statistical analysis of the respondents are presented in Table 5.

Table 5. Respondents' Descriptive Statistics

	Information	Total	Percentage
Age	≤ 35 th	55	28%
	36 th ≤ 45 th	63	31%
	≥ 46	82	41 %
Gender	Man	86	43%
	Woman	114	57%
Functional	Unknown	19	10%
	Expert Assistant	103	52%
	Lector	168	34%
	Associate Professor	10	5%
Level of education	S2	165	83%
	S3	35	17%
Years of service	1 sd 5 th	47	24%
	6 sd 10 th	52	26%
	<10 th	101	51%

Results of Validity Test and Data Reliability Test

The validity test in this study was carried out to test the validity of a measuring instrument in a study which in this case was in the form of a questionnaire. The required cut off value is greater than 0.7. The data reliability test carried out in this study was used to determine indicators and measuring instruments in the construct which included composite reliability and Cronbach's alpha. The results of the validity test show that all indicators have a value above 0.05. Thus the measuring instrument used is valid. While the results of the reliability test showed that the Cronbach's alpha value was above 0.7, so that all variables were reliable.

Commented [j4]: Simpulkan saja tanpa menampilkan tabel perhitungan

Structural Equation Modeling (SEM) Analysis

Testing OCB based on spirituality as an intervening influence of organizational culture and lecturer professionalism on lecturer performance with SEM analysis is presented in Figure 1 and Figure 2.

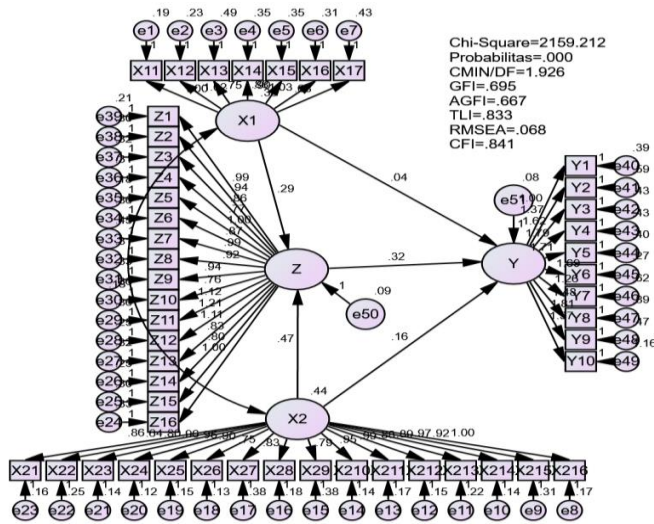


Figure 1. Results of SEM Analysis (Initial Model)

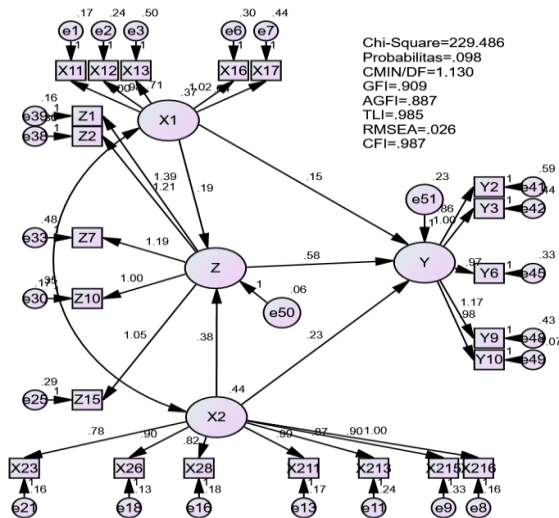


Figure 2. Results of SEM analysis (saturated model)

Furthermore, from the SEM model, testing is carried out to see the suitability of the model and to assess the feasibility of the model obtained. The results of the Goodness of Fit Test for the initial SEM model show that out of the eight criteria, most of the criteria fall into the poor fit category. It can be stated that the model has not been declared fit, so a modified model is needed. Furthermore, the results of the Goodness of Fit Test for the modified SEM

model show that out of the eight criteria, one of the criteria is included in the marginal category, but the model is still acceptable. This refers to the opinion (A. Ferdinand 2015) which states that based on the parsimony rule, if most of the fit criteria for the model are met, the model is declared fit. From the various goodness-of-fit indices, it can be stated that the proposed modified model is fit or has a fairly good fit.

Hypothesis Test Result

Hypothesis testing was carried out with the aim of knowing the level of significance by looking at the path coefficient or t-statistics from the results of the research that has been done. The number of hypotheses tested in this study were 5/five hypotheses including testing the direct effect coefficient.

Table 9. Research Hypothesis Test Results

Effect		Estimate	S.E.	C.R.	P	Information	
				$\geq 1,96$	$\leq 0,05$		
Z	<---	X1	0,229	0,075	3,038	0,002	Significant
Z	<---	X2	0,438	0,069	6,396	0,000	Significant
Y	<---	X1	0,020	0,091	0,222	0,824	Not Significant
Y	<---	X2	0,214	0,102	2,090	0,037	Significant
Y	<---	Z	0,469	0,163	2,883	0,004	Significant

The results of the analysis show that organizational culture variables have a positive and significant effect on OCB based on spirituality. This can be explained by the first hypothesis (H1) of the study which states that the better the organizational culture of an institution, the better the employee's OCBBoS is accepted or proven true (H1 is accepted) and H0 is rejected. The results of the analysis show that the professionalism variable has a positive and significant effect on OCB based on spirituality. This can be explained by the second hypothesis (H2) in this study which states that the higher the professionalism possessed by the lecturer, the higher the lecturer's OCBBoS is accepted or proven true. The results of the analysis show that organizational culture variables have a positive but not significant effect on lecturer performance. This can be explained by the third hypothesis (H3) of the study which states that the higher the organizational culture of an institution, the higher the lecturer's performance is rejected or the truth is not proven (H0 is accepted). The results of the analysis show that the professionalism variable has a positive and significant effect on lecturer performance. This is in accordance with what has been explained in the fourth hypothesis (H4) of the study which states that the higher the professionalism of the lecturer, the higher the performance of the lecturer is accepted or proven true and the null hypothesis is rejected (H0 is rejected). The results of the analysis show that the OCB variable based on spirituality has a positive and significant effect on lecturer performance. This can be explained in the fifth hypothesis (H5) in this study which states that the higher the OCB base on spirituality that the lecturer has, the higher the performance of the lecturer is accepted (H5 is accepted) or it is proven that H0 is rejected. The results of the Sobel Test analysis for the influence of organizational culture on lecturer performance through OCB based on spirituality get a t value of 2.070 and a probability value (p) of 0.038. The calculated t value is greater than the t table value for n = 200 at $\alpha = 5\%$ of 1.96. Thus the sixth hypothesis (H6) which says that organizational culture influences lecturer performance through OCBBoS is accepted and H0 is rejected. Thus it can be concluded that the seventh hypothesis (H7) which states that lecturer professionalism has an impact on lecturer performance through OCBBoS is accepted and H0 is rejected.

Discussion

The Influence of Organizational Culture on OCBBos

In this study the influence of organizational culture on OCB Based on spiritual is positive and unidirectional which can be interpreted that the better the organizational culture, the better the OCB Based on spiritual. Based on the results of this study, the organizational culture applied at Muhammadiyah University in East Java has been well implemented by all academicians, one of whom is a lecturer. It is proven that organizational culture at Muhammadiyah University has an impact on OCBBos owned by lecturers. Thus it is hoped that this good organizational culture needs to be maintained and if possible also improved because it can increase the OCB of lecturers. Research conducted by (Winoto et al., 2020), (Husodo, 2018), (Lestiyane & Yanuar, 2019), explains that a good organizational culture can have an impact on employee OCB. Research that also addresses the issue of the impact of organizational culture on OCB is carried out by (Wira Saputra and Supartha 2019), (Satya Nugraha and Ayu Dewi Adnyani 2017), where the results are that Organizational culture that has long been implemented by an organization can improve employee performance. Meanwhile, research that is not in line with the results of research conducted by (Sanhaji et al., 2016) and (Hayati, 2020) states that organizational culture has no impact on OCB.

The Influence of Professionalism on OCBBos

In this study the influence of professionalism on OCB Based on spiritual is positive and unidirectional which can be interpreted as the better the professionalism of the lecturer, the better the OCB Based on spiritual. Based on the results of this study, it can be concluded that the professionalism of lecturers can improve the OCB Based on spirituality possessed by lecturers. Thus it is necessary for the leadership to continue to improve the professionalism of lecturers so that the spirit of OCB based on the spirituality of lecturers increases. Research that supports the relationship between professionalism and OCB is carried out by (Widowati 2015), (Arifin and Djamro 2019) from research conducted showing that there is a positive and significant influence between professionalism on organizational citizenship behavior (OCB).

The Effect of Organizational Culture on Performance

The results of the study show that organizational culture variables do not directly have a significant effect on lecturer performance. Various studies examining the relationship between organizational culture and job performance, whose results are in line with this research, such as those conducted by (Qomariah et al. 2020), (Atikah and Qomariah 2020), (Radyasmita and Suryaningsih 2022) which states that organizational culture that has been instilled and implemented in an organization and has become a habit turns out to be unable to improve employee performance in the company. Meanwhile, other studies that are not in line with this research are those conducted by: (Adha, Qomariah, and Hafidzi 2019), (Manggis, Yuesti, and Sapta 2018), (Saban et al. 2020), (Yateno et al. 2022), (Paais and Pattiruhu 2020), (Qazi and Kaur 2017) which states that a good organizational culture that has been implemented in the organization for a certain period of time can actually improve employee performance.

The Effect of Professionalism on Lecturer Performance

In this study the influence of professionalism on lecturer performance is positive and unidirectional which can be interpreted as the higher the professionalism of the lecturer, the better the performance of the lecturer will be. Research that supports the relationship between professionalism and job performance has been conducted (Qomariah, Warsi, and Sanosra 2020), (Novita and Yulianti 2020), (Sambung et al. 2012), (Bolung, Tewal, and Uhing 2018),

Commented [j5]: Gunakan hipotesis sebagai sub bab dan lanjut ke hasilnya satu per satu dibahas, untuk membahas hipotesis diterima atau ditolak letakkan pada bab results di bawah tabel terkait, bukan di bab diskusi ini.

(Bhagya 2020), (Waterkamp, Tawas, and Mintardjo 2018), (Permanasari, Setyaningrum, and Sundari 2014), (Pratama 2014), (Fajduani, Bahri, and Effendy 2021) whose results state that professionalism needs to be owned by all employees in the organization's lies. in order to provide increased performance.

The Effect of OCBBos on Lecturer Performance

In this study, the influence of OCB based on spirituality on lecturer performance is positive and unidirectional, which can be interpreted as the better the OCB based on spirituality, the better the lecturer performance will be. Based on the results of this research, the leadership of Muhammadiyah University in East Java needs to continue to provide understanding to lecturers so that they continue to improve spiritual-based OCB in order to improve performance. Research that supports the relationship between spiritual-based OCB and performance is conducted by (Chandra, G, and Qomariah 2020), (Singh, Kumar, and Ahlawat 2019), (Hermanto and Srimulyani 2022), (Luthfi, Umam, and Pinem 2021), (Jufrizen et al. 2020), (Wiguna et al. 2022), (Setyowati, Az, and Tobing 2021) where research results show that OCB can improve employee performance.

The Influence of Organizational Culture on Lecturer Performance Through OCBBos

Testing the indirect effect of organizational culture on performance through OCBBos is carried out using the Sobel Test. This test is intended to answer research problems regarding the indirect effect of the antecedent exogenous variables consisting of organizational culture (X1) and lecturer professionalism (X3) on the endogenous variable of lecturer performance (Y) through the intervening endogenous variable OCBBos (Z). The results of the Sobel Test analysis for the influence of organizational culture on lecturer performance through OCB based on spirituality get a t value of 2.070 and a probability value (p) of 0.038. The calculated t value is greater than the t table value for $n = 200$ at $\alpha = 5\%$ of 1.96. Thus the sixth hypothesis (H6) which says that organizational culture influences lecturer performance through OCBBos is accepted and H0 is rejected. Thus, it can be stated that statistically obtained evidence that OCB based on spirituality is an intervening variable from the influence of organizational culture on lecturer performance. This can be interpreted that the higher the organizational culture will be followed, the better the OCB base on spirituality and finally the performance of the lecturers will also be higher. This research is in line with research conducted by: (Maulani, Widiartanto, and Dewi 2015), (Warsito 2014), (Sitio 2021), (Rizky, Sunaryo, and Priyono 2020) which states that there is an indirect influence of culture organization on lecturer performance through OCB.

The Effect of Professionalism on Lecturer Performance Through OCBBos

To answer the research problem regarding the indirect effect of the exogenous antecedent variables consisting of lecturer professionalism (X2) on the endogenous variable of lecturer performance (Y) through the intervening endogenous variable OCB based on spirituality (Z), the Sobel Test was used. The results of the Sobel Test analysis for the influence of Lecturer Professionalism on Lecturer Performance through OCB based on spirituality get a t value of 2.311 and a probability value (p) of 0.021. The calculated t value is greater than the t table value for $n = 200$ at $\alpha = 5\%$ of 1.96. Thus it can be concluded that the seventh hypothesis (H7) which states that lecturer professionalism has an impact on lecturer performance through OCBBos is accepted and H0 is rejected. Thus, it can be stated that statistically obtained evidence that OCB based on spirituality is an intervening variable from the influence of Lecturer Professionalism on Lecturer Performance. This can be interpreted that the higher the Professionalism of the Lecturer will be followed by the better the OCB base on spirituality and finally the Lecturer's performance will also be higher. The

results of this study are novelty for this study because there is very little research linking the influence of lecturer professionalism on lecturer performance with OCBBos as an intervening variable.

CONCLUSIONS

Based on the data analysis and discussion the following conclusions can be put forward, namely that the first: organizational culture has a significant positive effect on OCB Based spirituality. Second, professionalism has a significant positive effect on the OCB of Muhammadiyah University lecturers in East Java. Third, organizational culture has no significant positive effect on the performance of Muhammadiyah University lecturers in East Java. Fourth, professionalism has a positive and significant effect on the performance of Muhammadiyah University lecturers in East Java. And fifth, OCB has a significant positive effect on the performance of Muhammadiyah University lecturers in East Java.

LIMITATIONS

The limitation of this research is that not all Muhammadiyah Universities in East Java are the research subjects but only universities that have B accreditation so that they cannot be used as generalizations for conclusions.

SUGGESTIONS

Recommendations for further research, this research can be an input, namely, in several ways for future research to conduct verification research on the effect of organizational culture on performance which in this study found that organizational culture had no significant effect, as well as re-examining the role of Organizational Citizenship Behavior Based on spirituality in influencing the role of organizational culture on performance, the results of this study state that it does not mediate significantly. Apart from that, what can still be done in further research is that this research has not yet discussed in more depth related to aspects of spirituality which are associated with guidance in Al Quran and Hadith.

IMPLICATIONS

The research that has been conducted on themes in Human Resource management has produced several implications for the development of theory in human resource management. The practical implications that can be contributed from this research are that organizational culture has an impact on OCB based on spirituality, lecturer professionalism has an impact on OCB based on spirituality. Furthermore, the organizational culture applied at Muhammadiyah University in East Java apparently has no impact on lecturer performance, the professionalism of lecturers has an impact on lecturer performance. And the last practical implication is that OCB based on spirituality has an impact on lecturer performance. Therefore, it is necessary to increase organizational culture to improve lecturer performance.

REFERENCES

- Adha, Risky Nur, Nurul Qomariah, and Achmad Hasan Hafidzi. 2019. "Pengaruh Motivasi Kerja, Lingkungan Kerja, Budaya Kerja Terhadap Kinerja Karyawan Dinas Sosial Kabupaten Jember." *Jurnal Penelitian IPTEKS* 4(1): 47. http://jurnal.unmuhjember.ac.id/index.php/PENELITIAN_IPTEKS/article/view/2109 (August 29, 2020).
- Ali, Abbas J. 2009. "Levels of Existence and Motivation in Islam." *Journal of Management History* 15(1): 50–65.

Commented [j6]: pisahkan

Commented [j7]: hilangkan () dalam penulisan tahun dan gunakan format huruf besar di awal kata saja bukan all caps

- Antoro, Dwi. 2014. "Pengaruh Kepemimpinan, Budaya Organisasi, Dan Komitmen Manajemen Puncak Terhadap Transferknowledge Dan Dampaknya Terhadap Kinerja Dosen." *Jurnal Bisnis dan Ekonomi* 21(299): 99–115.
- Arif, Muh., Darmawang Darmawang, and Nahriana Nahriana. 2021. "Pengaruh Kompetensi Profesional, Sarana Prasarana Dan Motivasi Berprestasi Terhadap Kinerja Dosen." *Pusaka: Journal of Tourism, Hospitality, Travel and Business Event* 3(1): 70–76.
- Arifin, Andi HArmoko, and Risnayanti Andi Djamro. 2019. "Pengaruh Kepuasan Kerja, Komitmen Organisasi Dan Profesionalisme Terhadap Perilaku Organisasi Dan Kinerja Dosen." *Jurnal Sosio Sains* 5(April): 108–14.
- Atikah, Kamiliya, and Nurul Qomariah. 2020. "The Effect of Leadership Style, Organizational Culture and Motivation on Employee Performance." *Jurnal Manajemen dan Bisnis Indonesia* 6(2): 216–27.
- Azhad, M Naely, Anwar, and Nurul Qomariah. 2015. *Manajemen Sumber Daya Manusia*. Jember: Cahaya Ilmu.
- Bhagya, Tombak Gapura. 2020. "Pengaruh Profesionalisme Birokrasi Dan Pengembangan Sumber Daya Manusia Terhadap Kinerja Pegawai Pada Biro Pelayanan Sosial Dasar Setda Jabar." *Decision: Jurnal Administrasi Publik* 2(1): 33–41. <https://journal.unpas.ac.id/index.php/decision/article/view/2380/1171>.
- Bolung, Richard Gerry, Bernhard Tewal, and Yantje Uhing. 2018. "Pengaruh Profesionalisme Dan Keterampilan Terhadap Kepuasan Kerja Serta Dampaknya Terhadap Kinerja Pegawai Badan Perencanaan Pembangunan Daerah Provinsi Sulawesi Utara." *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi* 6(4): 3238–47. <https://ejournal.unsrat.ac.id/index.php/emba/article/view/21298>.
- Bommer, William H., Erich C. Dierdorff, and Robert S. Rubin. 2007. "Does Prevalence Mitigate Relevance? The Moderating Effect of Group-Level OCB on Employee Performance." *Academy of Management Journal* 50(6): 1481–94.
- Chandra, Januar Adie, Ni Nyoman Putu Martini G, and Nurul Qomariah. 2020. "Impact of Organizational Citizenship Behavior , Leadership , Individual Characteristics and Competence on Teacher Performance." *Jurnal Manajemen dan Bisnis Indonesia* 6(2): 244–56.
- Chelagat, Lelei Joy, Protus Kiprok Chepkwony, and Ambrose Kemboi. 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.
- Demir, Kamile. 2015. "Teachers' Organizational Citizenship Behaviors and Organizational Identification in Public and Private Preschools." *Procedia - Social and Behavioral Sciences* 174: 1176–82.
- Edwards, Jason, Jeremy Davey, and Kerry Armstrong. 2015. "Cultural Factors: Understanding Culture to Design Organisational Structures and Systems to Optimise Safety." *Procedia Manufacturing* 3(Ahfe): 4991–98.
- Ekowati, Vivin Maharani, Eka Afnan Troena, and Noermijati Noermijati. 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.
- Fajduani, Abdul Khalik, Syaiful Bahri, and Sjahril Effendy. 2021. "Pengaruh Kompetensi, Profesionalisme Dan Kinerja Dosen Terhadap Semangat Belajar Mahasiswa Fakultas Sosial Sains Universitas Pembangunan Panca Budi Medan." *Jurnal Bahana Manajemen Pendidikan* 10(2): 95.

- http://ejournal.unp.ac.id/index.php/bahana/article/view/115376/pdf_1.
- Ferdinand, A. 2015. *Structural Equation Modeling Dalam Penelitian Manajemen . Edisi Ke 2. Semarang: BP UNDIP*. Semarang: BP Universitas Diponegoro.
- Ferdinand, Agustus. 2016. *BP Undip 2 Metode Penelitian Manajemen: Pedoman Penelitian Untuk Skripsi, Tesis Dan Disertasi Ilmu Manajemen*.
- Fitriastuti, Triana. 2013. "Pengaruh Kecerdasan Emosional, Komitmen Organisasional Dan Organizational Citizenship Behavior Terhadap Kinerja Karyawan." *Jurnal Dinamika Manajemen* 4(2): 103–14.
- García-Cabrera, Antonia Mercedes, and María Gracia García-Soto. 2011. "MNC Commitment, OCB Role Definition and Intent to Leave in Subsidiary Top Managers: The Moderating Effect of Uncertainty Avoidance Values." *International Journal of Intercultural Relations* 35(5): 641–57.
- Giri, Endang Eviline et al. 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.
- Griffin, R W, J M Phillips, and S M Gully. 2016. *Organizational Behavior: Managing People and Organizations*. books.google.com.
- Hafid, Haeruddin, and Nur Fajariani. 2019a. "Hubungan Profesionalisme, Komitmen Organisasi Dan Kinerja Dosen Pada STIE Muhammadiyah Mamuju." *Kinerja* 16(1): 58–68. <http://journal.feb.unmul.ac.id/index.php/KINERJA>.
- . 2019b. "Hubungan Profesionalisme, Komitmen Organisasi Dan Kinerja Dosen Pada STIE Muhammadiyah Mamuju." *Kinerja* 16(1): 58–68.
- Haryati, Desi Nur. 2019. "Pengaruh Motivasi Dan Kepribadian Terhadap Organizational Citizenship Behavior Dengan Budaya Organisasi Sebagai Variabel Moderasi." *Jurnal Maksipreneur: Manajemen, Koperasi, dan Entrepreneurship* 9(1): 28.
- Haryati, Endang, Emmy Mariatin, and Sri Supriyantini. 2014. "Pengaruh Persepsi Kepemimpinan Transformasional Dan Budaya Organisasi Terhadap Organizational Citizenship Behavior." *Analitika Jurnal Universita Sumatera Utara* 6(2): 105–13.
- Hermanto, Yustinus Budi, and Veronika Agustini Srimulyani. 2022. "The Effects of Organizational Justice on Employee Performance Using Dimension of Organizational Citizenship Behavior as Mediation." *Sustainability (Switzerland)* 14(20): 1–19. https://scholar.google.co.id/scholar_url?url=https://www.mdpi.com/2071-1050/14/20/13322/pdf&hl=en&sa=X&d=10641886829573687444&ei=jHVjY5GDHIW7ywSomqoQ&scisig=AAGBfm2ZFZMoI2ghdD5_PoS0z6u3MuxzRA&oi=scholaralrt&hist=STX4DckAAAAJ:18327395945830379682:AAGBfm3zh.
- Hidayah, Siti, and Harnoto Harnoto. 2018. "Role of Organizational Citizenship Behavior (OCB), Perception of Justice and Job Satisfaction on Employee Performance." *Jurnal Dinamika Manajemen* 9(2): 170–78.
- Husodo, Yohanes Robert Pratama. 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>.
- Ikhsan, Anwar. 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): 438–56.
- Jufrizen, Jufrizen, Salman Farisi, Muhammad Elfi Azhar, and Raihanah Dauly. 2020. "Model Empiris Organizational Citizenship Behavior Dan Kinerja Dosen Perguruan Tinggi Swasta Di Medan." *EKUITAS (Jurnal Ekonomi dan Keuangan)* 4(2): 145.

- Kurniawan, Resa Adji, Nurul Qomariah, and Pawestri Winahyu. 2019. "Dampak Organizational Citizenship Behavior, Motivasi Kerja, Dan Kepuasan Kerja Terhadap Kinerja Karyawan." *Jurnal Penelitian IPTEKS* 4(2): 148–60.
- Lestiyanie, Dyah Ayu, and Yanuar. 2019. "Pengaruh Budaya Organisasi, Keadilan Terhadap OCB, Komitmen Sebagai Intervening Pada CV. Cempaka." *Jurnal Manajerial dan Kewirausahaan* 1(2): 191–98.
- Luthans, Fred. 2011. *Organizational Behavior*. 7th ed. New York: McGraw-Hill, Inc.
- . 2014. *Organization Behavior*. New York: McGraw Hill.
- Luthfi, Muhammad, Khairul Umam, and Robetmi Jumpakita Pinem. 2021. "Pengaruh Job Competency Dan Emotional Intelligence Terhadap Employee Performance Melalui Organizational Citizenship Behavior (Studi Pada Karyawan Hotel Horison Pekalongan)." *Jurnal Administrasi Bisnis* X(2): 1096–1108.
- Manggis, I Wayan, Anik Yuesti, and I Ketut Setia Sapta. 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): 20901–16.
- Mathis, L Robert, and H John Jackson. 2011. *Human Resource Management (Edisi. 10)*. Jakarta: Salemba Empat.
- Maulani, V., W. Widiartanto, and R. Dewi. 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): 224–35.
- Messner, Wolfgang. 2013. "Effect of Organizational Culture on Employee Commitment in the Indian IT Services Sourcing Industry." *Journal of Indian Business Research* 5(2): 76–100.
- Mintardjo, Christoffel MintardjoChristoffel. 2017. "Cabang Manado Effect of Professionalism, Organizational Commitment and Work Satisfaction To Employees Performance in Pt. Bank Rakyat Indonesia (Persero) Tbk Manado Branch." 5(2): 2808–18.
- Nadeak, Bernadetha. 2016. "Pengaruh Budaya Organisasi Terhadap Organizational Citizenship Behavior (Ocb) Dosen Di Universitas Kristen Indonesia (Uki)." *Jurnal Manajemen Pendidikan* 5(1): 1–10.
- Novita, Melda, and Prima Yulianti. 2020. "Pengaruh Kompetensi Sosial Dan Kompetensi Profesional Terhadap Penilaian Kinerja Dosen Universitas Dharma Andalas Padang." *Jurnal Ekonomi dan Bisnis Dharma Andalas* 22(2): 241–54. <http://www.jurnal.unidha.ac.id/index.php/JEBD/article/view/137/91>.
- Ocampo, Lanndon et al. 2018. "A Historical Review of the Development of Organizational Citizenship Behavior (OCB) and Its Implications for the Twenty-First Century." *Personnel Review* 47(4): 821–62.
- Ojo, Olu. 2009. "Impact Assessment Of Corporate Culture On Employee Job Performance." *Business Intelligence Journal* 2(2): 388–97.
- Organ, D.W., P.M Podsakoff, and P MacKanzie S. 2006. *Organizational Citizenship Behavior: Its Nature, Incidents, and Consequences*. London: Sage Publications.
- Paais, Maartje, and Jozef R. Pattiruhu. 2020. "Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance." *Journal of Asian Finance, Economics and Business* 7(8): 577–88.
- Pemayun, I Nyoman Gede Tangkas, and I Made Artha Wibawa. 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.

- Penjajar, Staf, Fakultas Ekonomi, Universitas Katholik, and Widya Mandala. 2005. "Pengaruh Budaya Organisasi Terhadap Motivasi Dan Kepuasan Kerja Serta Kinerja Karyawan Pada Sub Sektor Industri Pengolahan Kayu Skala Menengah Di Jawa Timur." *Jurnal Manajemen dan Kewirausahaan* 7(2): 171–88.
- Permanasari, Resi, Rina Moestika Setyaningrum, and Siti Sundari. 2014. "Model Hubungan Kompetensi, Professionalisme Dan Kinerja Dosen Relationship Model Between Competence, Professionalism and Performance Teaching." *Jurnal Bisnis, Manajemen & Perbankan* 1(2): 157–74. <http://journal.feb.unmul.ac.id/index.php/KINERJA>.
- Popescu, Alexandra Mihaela, Alexandrina Deaconu, and Teodor Popescu. 2015. "Organization's Age and Organizational Citizenship Behavior (OCB), Performance Criteria at SMEs Level. Case Study – Bucharest – Ilfov Development Region." *Procedia Economics and Finance* 22(November 2014): 645–54.
- Pratama, Abdul Aziz Nugraha. 2014. "Pengaruh Spiritualitas, Intelektualitas, Dan Profesionalisme Terhadap Kinerja Dosen Stain Salatiga." *Inferensi* 6(2): 415. <https://inferensi.iainsalatiga.ac.id/index.php/inferensi/article/view/180/140>.
- Putri, Yumna Dalian, and Hamidah Nayati Utami. 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.
- Qazi, Sayeeduzzafar, and Tejbir Kaur. 2017. "Impact of Organizational Culture on Job Satisfaction among the University Faculty Members-An Empirical Study." *International Journal of Business and Social Science* 8(3): 171–78. www.ijbssnet.com.
- Qomariah, Nurul. 2020. *Manajemen Sumber Daya Manusia: Teori, Aplikasi Dan Studi Empiris*. 1st ed. Jember: Pustaka Abadi. https://www.researchgate.net/publication/356291163_MANAJEMEN_SUMBER_DAYA_MANUSIA_Teori_Aplikasi_dan_Studi_Empiris.
- Qomariah, Nurul, Haris Hermawan, Nurul Habibatus Isnaini, and M Naely Azhad. 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): 2511–18.
- Qomariah, Nurul, Warsi Warsi, and Abadi Sanosra. 2020. "How to Improve Vocational Teacher Performance ?" In *Indonesian R Summit*, Semarang: Aismush Press, 149–62.
- Radyasmita, Andika, and Sri Abidah Suryaningsih. 2022. "Analisis Pengaruh Budaya Kerja Islam Dan Motivasi Kerja Terhadap Kinerja Pegawai Kementerian Agama Sidoarjo." *Jurnal Ekonomika dan Bisnis Islam* 5(1): 120–29. <https://journal.unesa.ac.id/index.php/jei/article/view/16228/8094>.
- Rantesalu, Agustina, Abdul Rahman Mus, and Zaenal Arifin. 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.
- Rina, Rina, and Aditya Halim Perdana. 2017. "Pengaruh Kompetensi Budaya Organisasi Dan Motivasi Terhadap Kinerja Dosen Perguruan Tinggi Swasta Di Kota Makassar." *Jurnal Riset* 3(008): 88–100.
- Rini, Syah Puspita, Rusdarti, and 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.
- Rizky, Syahrul Nur, Hadi Sunaryo, and A Agus Priyono. 2020. "Pengaruh Budaya Organisasi, Motivasi Dan Organizational Citizenship Behavior (Ocb) Terhadap Kinerja Karyawan." *E-Jurnal Riset Manajemen Prodi Manajemen* 9(1): 73–85. <http://jim.unisma.ac.id/index.php/jrm/article/view/6083/4979>.

- Robbins, S.P, and T.A. Judge. 2011. *Organizational Behavior (Perilaku Organisasi)*. Jakarta: Salemba Empat.
- Robbins, SP, and Timothy A. Judge. 2008. *Perilaku Organisasi, Organizational Behaviour*. Jakarta: Gramedia Pustaka Utama.
- Robbins, Stephen P. 2002. *Prinsip-Prinsip Perilaku Organisasi Edisi Kelima*. 5th ed. ed. Nurcahyo Mahanani. Jakarta: Penerbit Erlangga.
- Rosyada, Niya Farikha, and Mudji Rahadjo. 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, Darwis, Salim Basalamah, Achmad Gani, and Zainuddin Rahman. 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.
- Safitri, Rahayu Eka. 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.
- Salehipour, Amirreza, and Abdollah Ah mand. 2018. "The Impact of Organizational Culture and Performance Work System on Employees' Performance." *International Business Research* 11(6): 199.
- Sambung, Roby, Armanu Thoyib, Eka Afnan Troena, and Surachman. 2012. "Pengaruh Kepuasan Kerja, Komitmen Organisasional, Kepribadian Dan Profesionalisme Dosen Terhadap Organizational Citizenship Behavioral Serta Dampaknya Terhadap Kinerja Dosen (Studi Pada Universitas Palangkaraya)." *Jurnal Aplikasi Manajemen* 10(1): 1–20. <https://jurnaljam.ub.ac.id/index.php/jam/article/view/396/433>.
- Sangadji, Etta Mamang. 2009. "Pengaruh Budaya Organisasi Dan Komitmen Organisasional Pimpinan Terhadap Kepuasan Kerja Dan Dampaknya Pada Kinerja." *Paedagogia* 12(1): 52–65.
- Sari, Oxy Rindiantika, and 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.
- Satya Nugraha, I Putu, and I Gusti Ayu Dewi Adnyani. 2017. "Budaya Organisasi, Komitmen Organaisasi, Dan Kompetensi Terhadap Organizational Citizenship Behaviour Pada Setda Kota Denpasar." *E-Jurnal Manajemen Universitas Udayana* 7(1): 1.
- Schein, E.H. 1990. "Organizational Culture." *American Psychologist* 45.
- Setyowati, Trias, Badrud Tamam Az, and Diana Sulianti K Tobing. 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): 220–34.
- Singh, Garima, Sanjeet Kumar, and Pardeep Ahlawat. 2019. "Effects of Personality Traits on Organizational Citizenship Behavior of Private Bank Employees." *IJMRS's International Journal of Management Sciences* 07(01): 1–9.
- Sitio, Vera Sylvia Saragi. 2021. "Pengaruh Komitmen Organisasi Dan Budaya Organisasi Terhadap Kinerja Karyawan Dengan OrganizationalCitizenship Behavior Sebagai Variabel Intervening Pada PT . Emerio Indonesia." *Jurnal ILmiah M-Progress* 11(1): 22–37. <https://journal.universitassuryadarma.ac.id/index.php/ilmiahm-progress/article/view/599/570>.
- Sjahruddin, Herman. 2018. "Pengaruh Profesionalisme Dan Komitmen Organisasional Terhadap Kinerja Guru." 1(1): 99–112.
- Smith, C. Ann, Dennis W. Organ, and Janet P. Near. 1983. "Organizational Citizenship

- Behavior: Its Nature and Antecedents.” *Journal of Applied Psychology* 68(4): 653–63.
- Susanti Gunawan, Johana, Pinkan Datun Solang, and Wijaya Kartika. 2013. “Organizational Citizenship Behavior Yang Berpengaruh Pada Kinerja Karyawan Dan Kepuasan Konsumen Di Hotel Sheraton Surabaya.” *Jurnal Hospitality dan Manajemen Jasa* 1(2): 120–33. <http://publication.petra.ac.id/index.php/manajemen-perhotelan/article/view/961>.
- Suzanna, Anna. 2017. “Pengaruh Organizational Citizenship Terhadap Kinerja Karyawan Pada PT Taspen (PERSERO) Kantor Cabang Cirebon.” *Jurnal Logika* XIX(1): 42–50.
- Ticoalu, Linda. 2013. “Organizational Citizenship Behavior (Ocb) Dan Komitmen Organisasi Pengaruhnya Terhadap Kinerja Karyawan.” *Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi* 1(4): 782–90.
- Tursanurohmad, Noviana. 2019. “Pengaruh Kepribadian Dan Dukungan Organisasi Terhadap Profesionalisme, Organizational Citizenship Behavior (Ocb) Dan Kinerja.” *Jurnal Litbang Polri* 22(4): 1–33.
- Udayani, Ni Luh putu Krishna, and Ni nyoman Sunariani. 2019. “Budaya Organisasi, Pengembangan Karir, Job Insecurity Terhadap Organisational Citizenship Behaviour Dengan Komitmen Organisasional Sebagai Variabel Intervening.” *Jurnal Manajemen dan Bisnis* 8(2): 342–53. <http://journal.stieindragiri.ac.id/index>.
- Wambugu, Lydia Wairimu. 2014. “Effects of Organizational Culture on Employee Performance (Case Study of Wartsila -Kipevu Ii Power Plant).” *European Journal of Business and Management Online* 6(32): 80–93.
- Warsito, Bambang. 2014. “Pengaruh Budaya Organisasi Dan Lingkungan Kerja Terhadap Organizational Citizenship Behavior, Motivasi Dan Kinerja.” *Jurnal Ekonomi Modernisasi* 4(2): 83–96.
- Waterkamp, C I A, Hendra Tawas, and Christoffel Mintardjo. 2018. “Pengaruh Profesionalisme, Komitmen Organisasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada Pt. Bank Rakyat Indonesia (Persero) Cabang Manado.” *Jurnal EMBA* 5(2): 2808–18. <https://ejournal.unsrat.ac.id/index.php/emba/article/view/17159>.
- Widowati, Trya Dewi. 2015. “Pengaruh Profesionalisme, Budaya Organisasi, Pengembangan Karier, Dan Komitmen Organisasi Terhadap Organization Citizenship Behavior.” *Jurnal Ekonomi dan Kewirausahaan* 15(1): 91–99. <https://ejournal.unisri.ac.id/index.php/Ekonomi/article/view/1017/869>.
- Wiguna, Putu Kartika Saraswati et al. 2022. “The Role of Leadership , Employee Commitment and Organizational Citizenship Behavior on Employee Performance Improvement.” *American Journal of Humanities and Social Sciences Research (AJHSSR) American* 6(10): 122–31.
- Winoto, Slamet Aji, Sidik Priadana, and Dewi Yulianti Indah. 2020. “Komitmen Dan Budaya Organisasi Terhadap Organizational Citizenship Behavior (OCB).” *Jurnal Riset Bisnis dan Manajemen* Vol 13(No 2): 97–103.
- Wira Saputra, Putu Enda, and I Wayan Gede Supartha. 2019. “Pengaruh Budaya Organisasi Dan Dukungan Organisasi Terhadap Ocb Dimediasi Oleh Komitmen Organisasional.” *E-Jurnal Manajemen Universitas Udayana* 8(12): 7134.
- Yateno, Satria Angsawan, Mahrinasari Ms, and Ribhan. 2022. “Organizational Commitment Role In Moderating Marketing Internal And Organizational Climate Effect On Internal Customers ’ Satisfaction And Loyalty Behavior To Strengthen Marketing Performance Of Indonesia Conventional Commercial Bank.” *Journal of Positive School Psychology* 6(6): 1569–95.

● **21% Overall Similarity**

Top sources found in the following databases:

- 18% Internet database
- 11% Publications database
- Crossref database
- Crossref Posted Content database
- 12% Submitted Works database

TOP SOURCES

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

1	jurnal.stie-mandala.ac.id Internet	2%
2	bircu-journal.com Internet	1%
3	Edy Widayat, Ardianik Ardianik, Sucipto Sucipto. "Community Partners... Crossref	1%
4	West University Of Timisoara on 2019-12-18 Submitted works	<1%
5	ijsrp.org Internet	<1%
6	jppipa.unram.ac.id Internet	<1%
7	repository.unej.ac.id Internet	<1%
8	Universitas Negeri Surabaya The State University of Surabaya on 2018-... Submitted works	<1%

9	lib.unnes.ac.id Internet	<1%
10	repository.ut.ac.id Internet	<1%
11	Udayana University on 2019-09-06 Submitted works	<1%
12	ijosmas.org Internet	<1%
13	ijbmi.org Internet	<1%
14	archives.palarch.nl Internet	<1%
15	jurnal.unmer.ac.id Internet	<1%
16	eprints.unmer.ac.id Internet	<1%
17	eprints.eudl.eu Internet	<1%
18	researchgate.net Internet	<1%
19	dspace.uui.ac.id Internet	<1%
20	jurnal.umsu.ac.id Internet	<1%

21	ajhssr.com	Internet	<1%
22	dinastipub.org	Internet	<1%
23	ejournal.pelitaindonesia.ac.id	Internet	<1%
24	ejournal.up45.ac.id	Internet	<1%
25	Universiti Teknologi Malaysia on 2014-02-05	Submitted works	<1%
26	Sekolah Global Jaya on 2023-04-03	Submitted works	<1%
27	journal.uinjkt.ac.id	Internet	<1%
28	Universitas Jenderal Soedirman on 2021-01-06	Submitted works	<1%
29	University of Malaya on 2021-09-15	Submitted works	<1%
30	docplayer.net	Internet	<1%
31	enrichment.iocspublisher.org	Internet	<1%
32	jurnal.darmaagung.ac.id	Internet	<1%

33	livrepository.liverpool.ac.uk	Internet	<1%
34	publikasi.mercubuana.ac.id	Internet	<1%
35	rjoas.com	Internet	<1%
36	Palestine Technical University Kadoorie on 2021-07-26	Submitted works	<1%
37	Samsul Bakri, Virginia Ramos, Betta Kurniawan, Bainah Sari Dewi, Evi K...	Crossref	<1%
38	Suharno Pawirosumarto, Purwanto Katijan Sarjana, Rachmad Gunawan...	Crossref	<1%
39	archive.org	Internet	<1%
40	sersc.org	Internet	<1%
41	talenta.usu.ac.id	Internet	<1%
42	iosrjournals.org	Internet	<1%
43	Adrie Charviandi. "Application of Shopping Bag to Consumer Green Pur...	Crossref	<1%
44	STIE Perbanas Surabaya on 2020-02-25	Submitted works	<1%

45	en.wikipedia.org Internet	<1%
46	enrichment.iocspublisher.org Internet	<1%
47	iosrjournals.org Internet	<1%
48	ojs.uajy.ac.id Internet	<1%
49	repository.umsu.ac.id Internet	<1%
50	journals.segce.com Internet	<1%
51	Avin Aferi, Harif Amali, Hendra Lukito. "EFFECT OF TRANSFORMATION... Crossref	<1%
52	Hongyun Tian, Shuja Iqbal, Shamim Akhtar, Sikandar Ali Qalati, Farooq ... Crossref	<1%
53	Politeknik Negeri Sriwijaya on 2019-08-03 Submitted works	<1%
54	Rifzaldi Nasri, Nur Aeni, Marissa Grace Haque. "DETERMINATION OF P... Crossref	<1%
55	Santi Susanti, Vina Natalia Van Harling, Muh. Ardian Kurniawan, Rusdi... Crossref	<1%
56	Universitas Terbuka on 2023-04-10 Submitted works	<1%

57	University of Newcastle on 2011-04-02 Submitted works	<1%
58	doaj.org Internet	<1%
59	eprints.uad.ac.id Internet	<1%
60	repository.uinsu.ac.id Internet	<1%
61	repository.unmuhjember.ac.id Internet	<1%
62	ijbmi.org Internet	<1%
63	ripublication.com Internet	<1%