

The Role of Leadership in Improving Organizational Citizenship Behavior and Performance of Vocational High School (SMK) Teachers

Muhammad Thamrin¹, Nursaid², Zahrotul Janah³, Nurul Qomariah^{4*}
^{1,2,3,4}Magister Management, Universitas Muhammadiyah Jember

Article Info

Article history:

Received October 4, 2023
Revised December 15, 2023
Accepted January 2, 2024

Keywords:

Leadership
OCB
Teacher performance
Vocational school

ABSTRACT

The government's efforts to help vocational schools produce graduates who are superior and absorbed in the world of work continue to be made. One of them is the existence of the Center of Excellence (PK) Vocational School program. This program aims to enable graduates to be globally competitive and able to open up job opportunities through entrepreneurship. This research aims to determine and analyze the impact of teacher leadership on teacher OCB and teacher performance at Muhammadiyah Vocational Schools domiciled in Banyuwangi. All 345 vocational school teachers were used as the population. The total sample is known to be 184 teachers using the Slovin Formula. Descriptive statistics are used to find out information about respondents and research variables. Structural Equation Model (SEM) with WarpPLS 7.0. After analysis, the results are that: 1) leadership at SMK Muhammadiyah Banyuwangi has a positive influence on teacher performance; 2) organizational citizenship behavior possessed by teachers can improve teacher performance.

Corresponding Author:

Nurul Qomariah
Magister Management, Universitas Muhammadiyah Jember,
Jalan Kariamata 49 Jember, JATIM, Indonesia.
Email: nurulqomariah@unmuhjember.ac.id

1. INTRODUCTION

Education is important in managing a country. Whether a country is developed or not is determined by the education level of its population. This education problem will continue to arise as the population of a country increases. In 2021, according to World Population Review data, Indonesia is ranked 54th out of 78 in the world education system ranking, which states that Indonesia is not very superior. Thus, education issues still need serious attention from the government and existing private institutions. It is urgent to improve the quality of education considering that rankings are decreasing, not increasing.

Teachers are the most important element in improving the quality of education in the country. Therefore, it is urgent to improve teacher performance immediately at every level of education from primary education to secondary education. Research shows that 30% of student achievement success is determined by teacher factors. The results of work (performance) both in quality and quantity that can be achieved and carried out by a teacher in carrying out tasks and carrying out responsibilities given by superiors (school principals) are called teacher performance [1]. Efforts to support good teacher performance are by improving a teacher's leadership and OCB.

Leadership is a factor that is also predicted to improve teacher performance in educational institutions. Leadership can be defined as a person's efforts to direct, influence and control the activities of other people related to work [2]. Leadership must be able to provide a good example to its subordinates [3]. Research [4], [5], [6] shows that leadership has a positive impact on performance. Meanwhile, research conducted by [7], [8], [9] also states that leadership influences employee performance.

Performance can also increase due to organizational citizenship behavior (OCB) possessed by an employee. Organizational citizenship behavior (OCB) is functional behavior, extra-role behavior, and proportional behavior of employees directed at targets within the organization [10]. Research on the relationship between organizational citizenship behavior (OCB) and employee performance has been conducted, among others, by: [7], [11], [12], [13], [14], [15], [16] with the result that OCB impact on employee performance. Other research with the results that OCB can improve performance is carried out by: [17], [18], [7], [19].

Muhammadiyah Vocational School in Banyuwangi Regency is trying to continue to participate in improving the quality of vocational school graduates so that they can compete for jobs when they graduate. Vocational school teachers are also required to improve their performance in order to produce quality graduates. However, the results of vocational school students in Banyuwangi still fluctuate, the data of which is presented in Table 1.

Table 1. Total Data on Acquisition of Vocational High School Students in Banyuwangi

| No. | Name of School | Total of Student | | |
|-----|-------------------------------|------------------|------|------|
| | | 2020 | 2021 | 2022 |
| 1 | SMK Muhammadiyah 1 Genteng | 1105 | 1087 | 1041 |
| 2 | SMK Muhammadiyah 2 Genteng | 1579 | 1414 | 1230 |
| 3 | SMK Muhammadiyah 3 Tegaldlimo | 342 | 349 | 379 |
| 4 | SMK Muhammadiyah 4 Glenmore | 548 | 484 | 494 |
| 5 | SMK Muhammadiyah 5 Srono | 102 | 117 | 145 |
| 6 | SMK Muhammadiyah 6 Rogojampi | 1108 | 989 | 915 |
| 7 | SMK Muhammadiyah 7 Purwoharjo | - | - | 30 |
| 8 | SMK Muhammadiyah 8 Siliragung | 1060 | 1103 | 1058 |
| 9 | SMK Muhammadiyah 9 Gambiran | 356 | 283 | 275 |

Source: Majelis Dikdasmen Banyuwangi, 2022.

Based on Table 1, it shows that the 9 Muhammadiyah Vocational Schools in Banyuwangi have different progressivity, based on data from the last 3 years, the number of new students tends to decrease. There are schools whose development is significant, there are also those which are weakening. One of the school developments apart from infrastructure is the increase in the number of students each year. From the total number of students, it can be seen how much interest the students have in the school. The spearhead of the attractiveness of a school is the performance of all school components, especially teachers, which includes leadership, loyalty, performance which will then lead to the development of the school itself. An important aspect of an educational institution or school is none other than the role of a teacher. The school will run well and achieve its goals fully because the performance produced by each teacher runs smoothly and supports each other.

Based on the problems being faced by vocational schools in Banyuwangi Regency, the aim of this research is teachers (Y). all the teachers in Banyuwangi Vocational Schools, totaling 9 Vocational Schools, were used as a population with a total of 345 teachers. The number of samples was determined using the Slovin formula and obtained a total of 185 teachers. The questionnaire used in this research was tested using validity and reliability tests. Research analysis uses descriptive analysis and hypothesis testing.

Based on the problems faced by Vocational Schools in Banyuwangi Regency, the aim of this research is to analyze the impact of leadership and OCB variables on the performance of teachers at Muhammadiyah Vocational Schools domiciled in Banyuwangi. The research conceptual framework is presented in Figure 1.

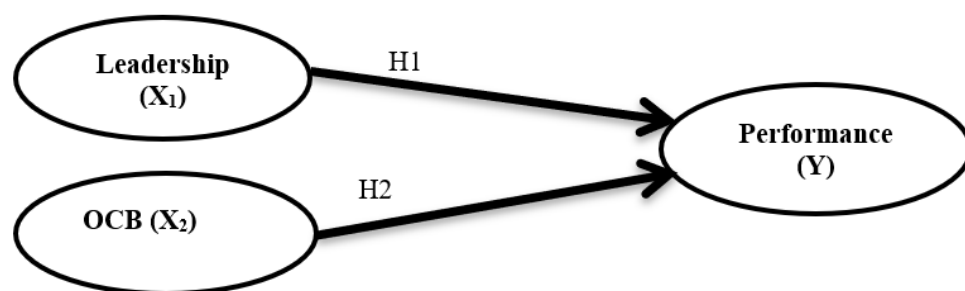


Figure 1. Conceptual Framework of Research

2. RESEARCH METHOD

2.1. Organizational Citizenship Behavioral (OCB)

OCB can be defined as functional behavior, OCB can be defined as functional behavior, extra role behavior, and proportional behavior of employees which has the aim of easing and helping co-workers' work without expecting reward and is done voluntarily. According to [20] OCB is conceptualized as containing a large number of proportional employee behaviors that contribute to providing ideas or thoughts to improve or support organizational effectiveness. OCB is an employee's voluntary behavior and is not included in the job description. OCB is an employee's spontaneous behavior without someone's advice or orders. OCB is also behavior that wants to help fellow colleagues in an organization. This OCB behavior is behavior that is not

easily seen and can be assessed through work evaluations. Examples of OCB behavior include helping colleagues to help with the work of office mates who need help because their work has been completed.

2.2. Leadership

Leadership is a person's style in managing an organization where there are several people as subordinates [21]. A leader must be able to be fair and understand what his subordinates want. It is best for companies to apply all different leadership styles according to the conditions existing in the company so that they can handle all kinds of different situations.

2.3. Teacher Performance

Teacher performance in the learning process can be interpreted as how a teacher plans learning, implements learning and assesses learning outcomes (Permendiknas RI No. 41 of 2007). According to Minister of National Education Regulation Number 35 of 2010, teacher performance is the result of an assessment of the process and work results achieved by teachers in carrying out their duties. Teacher performance related to the implementation of the learning process includes planning and implementing learning activities, evaluation and assessment, analysis of assessment results, and implementation of follow-up to assessment results. Teacher performance related to the implementation of the learning process includes mentoring activities, evaluation and assessment of guidance results, analyzing results.

3. RESULTS AND ANALYSIS

3.1. Results of Descriptive Analysis of Respondents

Table 2. The Results of Description of The Respondents

| Variable | Total | Percentage |
|---------------|-------|------------|
| Sex | | |
| Male | 98 | 53 |
| Female | 86 | 47 |
| Education | | |
| Diploma | 2 | 1 |
| S1 | 161 | 88 |
| S2 | 21 | 11 |
| Age | | |
| 20 - 30 years | 105 | 57 |
| 31 - 40 years | 55 | 30 |
| 41 - 50 | 16 | 9 |
| >50 years | 8 | 4 |
| Teaching Time | | |
| < 1 year | 1 | 1 |
| 1-5 years | 79 | 43 |
| 6-10 years | 66 | 36 |
| 11-15 years | 20 | 11 |
| >15 years | 1 | 9 |

3.2. Research Validity Test Results

Table 3. Validity Test Results for This Research

| Variable | AVE Value | Cut Off Value | Results |
|---|-----------|---------------|---------|
| Leadership (X21) | 0,786 | 0,5 | Valid |
| Organizational Citizenship Behaviour (X2) | 0,698 | 0,5 | Valid |
| Performance (Y) | 0,614 | 0,5 | Valid |

Based on the data in Table 1, the result is $r_{xy} > 0.5$. Thus, all question items in this research with the variables leadership (X1), organizational citizenship behavior (X2) and teacher performance (Y) are very valid.

3.3. Research Reliability Analysis Test Results

Table 4. Reliability Test Results

| Variable | Value of Cronbach Alpha | Cut Value | Results |
|---|-------------------------|-----------|----------|
| Leadership (X1) | 0,975 | 0,7 | Reliable |
| Organizational Citizenship Behaviour (X2) | 0,949 | 0,7 | Reliable |
| Performance of Theachers (Y) | 0,975 | 0,7 | Reliable |

Based on the data in Table 2, it is known that the Cronbach's alpha value for the variables in this study, namely the leadership variable (X1), organizational citizenship behavior (X2) and teacher performance (Y), is above 0.7. Thus it can be concluded that all question items are very reliable.

3.4. Research Hypothesis Test Results

The results of the hypothesis test calculations are presented in Table 3 and also Figure 2. Based on the results of inductive statistical calculations, the coefficient for the leadership variable is 0.24 with a value of $p = 0.000$. Meanwhile, for the OCB variable, the coefficient value is 0.67 with a p value = 0.000.

Table 5. Research Hypothesis Test Results

| Relations of Effect | Coefficient Regression Value | t-count Value | p-value | t-table Value |
|---------------------------------|------------------------------|---------------|---------|---------------|
| Leadership (X1) Performance (Y) | 0,24 | 4,27 | 0,000 | 1,96 |
| OCB (X2) → Performance (Y) | 0,67 | 16,32 | 0,000 | 1,96 |

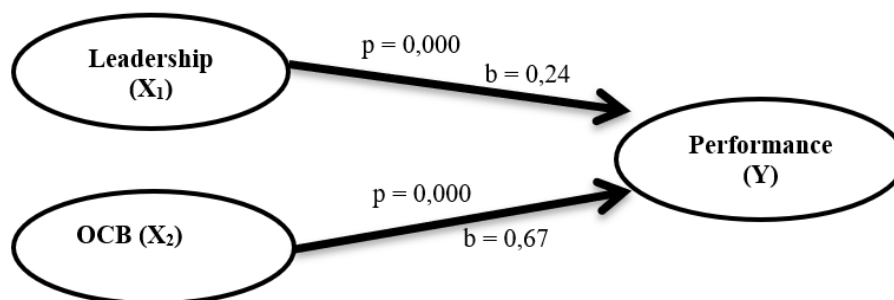


Figure 2. Hypothesis Results

3.5. Analysis

3.5.1. The Influence of Leadership on the Performance of Vocational School Teachers in Banyuwangi

The results of statistical analysis show that the coefficient value of the leadership variable is 0.24 with a p value of 0.000. Thus, it can be concluded that the first hypothesis (H1) which states that leadership has an impact on teacher performance is accepted (H1 is accepted) and H0 is rejected. Leadership in vocational schools in Banyuwangi can improve teacher performance. Therefore, good leadership needs to be maintained and also improved in order to continue to improve teacher performance. This research is in line with research conducted by: [22], [23], [24], [7], [25], [17], [26], [27], [8], [9], [28], [29], [30], [31], [32], [33], [34] [35], [36], [37], [38], [39], [39], [40] which states that good leadership and being able to set an example will improve employee performance in all organizations. Meanwhile, research that is not in line is that conducted by [41] which states that leadership has no impact on employee performance.

3.5.2. The Influence of Organizational Citizenship Behavior on the Performance of Vocational School Teachers in Banyuwangi

The results of statistical analysis show that the coefficient value of the OCB variable is 0.67 with a p value of 0.000. Thus, it can be concluded that the second hypothesis (H2) which states that OCB has an impact on teacher performance is accepted (H2 is accepted) and H0 is rejected. OCB possessed by teachers at vocational schools in Banyuwangi can improve teacher performance. Therefore, good OCB needs to be maintained and also improved so that teacher performance can continue to improve. This research is in line with research conducted by: [42], [43], [44], [45], [12], [7], [46], [31], [11], [47], [16], [48], [49], [50], [17], [19] whose results are that OCB influences employee performance in an organization. Meanwhile, research that is not in line is that conducted by [15], [51] which states that OCB has no effect on performance.

4. CONCLUSION

Based on the description presented in the previous paragraph, the conclusions from the analysis of research results regarding the influence of leadership and OCB on teacher performance at Muhammadiyah Banyuwangi Vocational School are: 1) The results of the analysis state that leadership has a significant influence on teacher performance at Muhammadiyah Banyuwangi Vocational School. Therefore, leadership in vocational schools throughout Banyuwangi must be improved and maintained in order to improve teacher performance; 2) The test results state that organizational citizenship behavior has an impact on the performance of Muhammadiyah Vocational School teachers throughout Banyuwangi. Therefore, it is necessary to improve the organizational citizenship behavior of teachers at Muhammadiyah Vocational Schools in Banyuwangi so that teacher performance increases.

REFERENCES

- [1] K. Wagiran, *Peranan Guru Iptek dalam Peningkatan SDM untuk Menyongsong PJPT II*. Jakarta: Intisari Mediatama, 2013.
- [2] M. Masram and M. Mu'ah, *Manajemen Sumber Daya Manusia*. Sidoarjo: Zifatma, 2015.
- [3] M. N. Azhad, Anwar, and N. Qomariah, *Manajemen Sumber Daya Manusia*. Jember: Cahaya Ilmu, 2015.
- [4] Listiani, Ribhan, and N. Mardiana, "The influence of transformational leadership and work discipline on automotive employee performance in Bandar Lampung," *Int. J. Sci. Technol. Res.*, vol. 9, no. 1, pp. 3980–3982, 2020.
- [5] R. N. Hadiana and N. Z. Maya Sari, "The influence of transformational leadership and commitment organization implications for performance employee State Civil Apparatus (Asn Bandung Indonesian)," *Int. J. Sci. Technol. Res.*, vol. 8, no. 1, pp. 8–13, 2019.
- [6] U. Udin, R. Dananjoyo, and I. Isalman, "The Effect of Transactional Leadership on Innovative Work Behavior: Testing the Role of Knowledge Sharing and Work Engagement as Mediation Variables," *Int. J. Sustain. Dev. Plan.*, vol. 17, no. 3, pp. 727–736, 2022.
- [7] J. A. Chandra, N. N. P. M. G, and N. Qomariah, "Impact of Organizational Citizenship Behavior , Leadership , Individual Characteristics and Competence on Teacher Performance," *J. Manaj. dan Bisnis Indones.*, vol. 6, no. 2, pp. 244–256, 2020.
- [8] N. Qomariah, Nursaid, D. E. Mardana, and P. Winahyu, "Impact of Leadership Style, Motivation and Work Environment on Employee Performance," *CELSciTech-2021*, vol. 5, pp. 15–23, 2021.
- [9] N. Qomariah, D. Friyanti, E. B. Satoto, M. Masram, and M. Mu'ah, "The Impact of Leadership Style, Work Environment and Job Satisfaction on Employee Performance," 2020.
- [10] D. W. Organ, P. . Podsakoff, and P. MacKanzie S, *Organizational citizenship Behavior: Its nature, incidents, and consequences*. London: Sage Publications, 2006.
- [11] R. A. Kurniawan, N. Qomariah, and P. Winahyu, "Dampak Organizational Citizenship Behavior , Motivasi Kerja, dan Kepuasan Kerja Terhadap Kinerja Karyawan," *J. Penelit. IPTEKS*, vol. 4, no. 2, pp. 148–160, 2019.
- [12] G. Singh, S. Kumar, and P. Ahlawat, "Effects of Personality Traits on Organizational Citizenship Behavior of Private Bank Employees," *IJMRS's Int. J. Manag. Sci.*, vol. 07, no. 01, pp. 1–9, 2019.
- [13] J. Jufrizen, S. Farisi, M. E. Azhar, and R. Daulay, "Model Empiris Organizational Citizenship Behavior Dan Kinerja Dosen Perguruan Tinggi Swasta Di Medan," *EKUITAS (Jurnal Ekon. dan Keuangan)*, vol. 4, no. 2, p. 145, 2020.
- [14] A. Suzanna, "Pengaruh Organizational citizenship terhadap kinerja karyawan pada PT Taspen (PERSERO) Kantor Cabang Cirebon," *J. Log.*, vol. XIX, no. 1, pp. 42–50, 2017.
- [15] R. Lukito, "Pengaruh Organizational Citizenship Behaviour Terhadap kinerja karyawan melalui kepuasan kerja pada produksi PVC di UD. Untung Jaya Sidoarjo," *Agora*, vol. 8, no. 2, 2020.
- [16] A. Idzna, K. Raharjo, and T. W. Afrianty, "The Influence of Perceived Organizational Support and Proactive Personality on Organizational Commitment and Organizational Citizenship Behavior Among Banking Employees in Malang," *Adv. Econ. Bus. Manag. Res.*, vol. 191, no. AICoBPA 2020, pp. 97–101, 2021.
- [17] P. K. S. Wiguna, N. N. P. Martini, N. Qomariah, E. B. Satoto, and M. Thamrin, "The Role of Leadership , Employee Commitment and Organizational Citizenship Behavior on Employee Performance Improvement," *Am. J. Humanit. Soc. Sci. Res. Am.*, vol. 6, no. 10, pp. 122–131, 2022.
- [18] P. A. Rusmayanti, N. N. P. Martini, and N. Qomariah, "The Effect of Competence and Job

- Satisfaction on Organizational Citizenship Behavior and Employee Performance,” *Int. J. Bus. Manag. Invent.*, vol. 11, no. 1, pp. 21–29, 2022.
- [19] T. Setyowati, B. T. Az, D. S. K. Tobing, H. Handriyono, N. Nurhayati, and N. Qomariah, “The Role of Organizational Citizenship Behavior in Mediating the Relationship Between Organizational Culture and Job Satisfaction with Employee Performance,” *Qual. - Access to Success*, vol. 22, no. 185, pp. 220–234, 2021.
- [20] R. Kreitner and A. Kinicki, *Organizational Behavioral*. Boston: McGraw Hill, 2014.
- [21] V. Rivai and D. Mulyadi, *Kepemimpinan dan Perilaku Organisasi*. Jakarta: Raja Grafindo Persada, 2012.
- [22] S. Alamanda, M. Setiawan, and D. W. Irawanto, “Leadership Styles on Employee Performance With Work Satisfaction and Organizational Commitment As Intervening Variables,” *J. Apl. Manaj.*, vol. 20, no. 1, pp. 34–42, 2022.
- [23] M. A. Kurniawan, N. Qomariah, and D. Cahyono, “The Role of Leadership and Competence in Improving Work Motivation and Performance of Cooperative Employees,” *J. Econ. Financ. Manag. Stud.*, vol. 4, no. 10, pp. 1880–1892, 2021.
- [24] N. Qomariah, M. Rochmadoni, A. iqbal Rush, and A. E. Navalina, “The Impact of Leadership , Employee Competence and Organizational Work Culture on Employee Performance at,” *Budapest Int. Res. Critics Intitute J.*, vol. 6, no. 2, pp. 1143–1157, 2023.
- [25] B. H. Priyono, N. Qomariah, and P. Winahyu, “PENGARUH GAYA KEPEMIMPINAN, MOTIVASI GURU DAN LINGKUNGAN KERJA FISIK TERHADAP KINERJA GURU SMAN 1 TANGGUL JEMBER,” *J. Manaj. DAN BISNIS Indones.*, vol. 4, no. 2, p. 144, Dec. 2018.
- [26] N. Nursaid, E. Estiningsih, N. N. P. Martini, and N. Qomariah, “Kepemimpinan dan Insentif Kerja : Pengaruhnya Terhadap Kinerja Pegawai Dengan Motivasi Kerja Sebagai Variabel Intervening,” in *SENAMA 2022*, 2022, vol. 2, no. November, pp. 193–209.
- [27] A. Setiawan, E. B. Satoto, and N. Qomariah, “Effect of Transformational Leadership Style, Work Motivation and Work Environment on Employee Performance With Employee Commitment as Intervening Variable (Study on Sub-District in Bondowoso Regency),” *Int. J. Manag. Sci. Inf. Technol.*, vol. 2, no. 2, pp. 11–20, 2022.
- [28] N. Qomariah, D. Friyanti, E. Budisatoto, M. Masram, and M. Mu’ah, “The impact of leadership style, work environment and job satisfaction on employee performance,” *Int. J. Eng. Res. Technol.*, vol. 13, no. 8, 2020.
- [29] V. Senjaya and R. Anindita, “The Role of Transformational Leadership and Organizational Culture Towards Organizational Commitment Through Job Satisfaction Among Mining Industry Employees,” *J. Apl. Manaj.*, vol. 18, no. 4, pp. 767–782, 2020.
- [30] N. Qomariah, H. Hermawan, N. H. Isnaini, and M. N. Azhad, “How to Improve Employee Performance at Level 1 Health Facilities During the Covid 19 Pandemic ?,” *Int. J. Eng. Res. Technol.*, vol. 13, no. 9, pp. 2511–2518, 2020.
- [31] K. Atikah and N. Qomariah, “The effect of leadership style, organizational culture and motivation on employee performance,” *J. Manaj. dan Bisnis Indones.*, vol. 6, no. 2, pp. 216–227, 2020.
- [32] N. Qomariah, W. Warsi, and A. Sanosra, “How to Improve Vocational Teacher Performance ?,” in *Indonesian R Summit*, 2020, pp. 149–162.
- [33] N. Qomariah, L. Lusiyati, N. Nursaid, and N. N. P. Martini, “THE ROLE OF LEADERSHIP AND WORK MOTIVATION IN IMPROVING EMPLOYEE PERFORMANCE : WITH JOB SATISFACTION,” *J. Apl. Manaj.*, vol. 20, no. 3, pp. 608–628, 2022.
- [34] N. Qomariah, E. Estiningsih, and N. N. P. Martini, “The Influence of Leadership Style , Work Incentives and Work Motivation on the Employees Performance of Regional Revenue Agency,” *J. Econ. Financ. Manag. Stud.*, vol. 5, no. 07, pp. 1942–1954, 2022.
- [35] A. B. Bakker, O. Kjellevold, and R. Espevik, “Daily transformational leadership : A source of inspiration for follower performance ?,” *Eur. Manag. J.*, no. April, 2022.
- [36] S. M. Purba, L. T. Sidabariba, H. Manalu, and E. H. W. Simatupang, “The Influence of Independence, Leadership Style , Organizational Commitment , Audit Experience , Due Professional Care and Job Satisfaction on Auditor Performancei Public Accounting Office for Medan Region,” *Budapest Int. Res. Critics Intitute J.*, vol. 6, no. 1, pp. 387–400, 2023.
- [37] A. M. Mohammad, M. Menhat, I. M. M. Zaideen, M. S. I. Saadon, and A. A. Hussein, “Leadership Styles on Employee Performance Among Supervisors of Petroleum Retailing Sector in Jordan:

- Employee Engagement as a Mediator,” *Int. J. Sustain. Dev. Plan.*, vol. 17, no. 4, pp. 1329–1339, 2022.
- [38] N. Lapatta and Y. Temaluru, “The Influence of Leadership Style and Organizational Culture on Employee Performance (A Case Study at Otanaha General Hospital, Gorontalo City),” *Budapest Int. Res. Critics Intitute J.*, vol. 6, no. 2, pp. 1033–1047, 2023.
- [39] S. Riyadi, “The Influence of Leadership Style , Individual Characteristics and Organisational Climate on Work Motivation , Job Satisfaction and Performance,” *Int. J. Innov. Creat. Chang.*, vol. 13, no. 7, pp. 662–677, 2020.
- [40] A. Arijanto, C. C. Widayati, and O. Pramudito, “The Effect Of Organizational Climate and Servant Leadership on Job Satisfaction and Their Impacts on Employees Performance,” *Dinasti Int. J. Digit. Bus. Manag.*, vol. 3, no. 6, 2022.
- [41] Y. Setiawan and N. Qomariah, “The Role of Competence , Leadership , Work Environment and Motivation in Improving Employee Performance,” *Int. J. Humanit. Soc. Sci. Invent.*, vol. 11, no. 2, pp. 47–58, 2022.
- [42] Y. B. Hermanto and V. A. Srimulyani, “The Effects of Organizational Justice on Employee Performance Using Dimension of Organizational Citizenship Behavior as Mediation,” *Sustain.*, vol. 14, no. 20, pp. 1–19, 2022.
- [43] S. Hidayah and H. Harnoto, “Role of Organizational Citizenship Behavior (OCB), Perception of Justice and Job Satisfaction on Employee Performance,” *J. Din. Manaj.*, vol. 9, no. 2, pp. 170–178, 2018.
- [44] T. Vipraprastha, I. N. Sudja, and A. Yuesti, “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),” *Int. J. Contemp. Res. Rev.*, vol. 9, no. 02, pp. 20503–20518, 2018.
- [45] M. Luthfi, K. Umam, and R. J. Pinem, “Pengaruh Job Competency Dan Emotional Intelligence Terhadap Employee Performance Melalui Organizational Citizenship Behavior (Studi pada Karyawan Hotel Horison Pekalongan),” *J. Adm. Bisnis*, vol. X, no. 2, pp. 1096–1108, 2021.
- [46] L. Ticoalu, “Organizational Citizenship Behavior (Ocb) Dan Komitmen Organisasi Pengaruhnya Terhadap Kinerja Karyawan,” *J. Ris. Ekon. Manajemen, Bisnis dan Akunt.*, vol. 1, no. 4, pp. 782–790, 2013.
- [47] E. R. Lestari and N. K. F. Ghaby, “The Influence of Organizational Citizenship Behavior (OCB) on Employee’s Job Satisfaction and Performance,” *Ind. J. Teknol. dan Manaj. Agroindustri*, vol. 7, no. 2, pp. 116–123, 2018.
- [48] S. Maesaroh et al., “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*, vol. 2, no. 1, pp. 276–290, 2020.
- [49] H. Ding, E. Yu, X. Chu, Y. Li, and K. Amin, “Humble Leadership Affects Organizational Citizenship Behavior: The Sequential Mediating Effect of Strengths Use and Job Crafting,” *Front. Psychol.*, vol. 11, no. February, pp. 1–11, 2020.
- [50] G. S. Tampi, “Kepemimpinan Dan Kompensasi Pengaruhnya Terhadap Kinerja Karyawan Dan Dampaknya Terhadap Organization Citizenship Behavior,” *J. Ris. Ekon. Manajemen, Bisnis dan Akunt.*, vol. 1, no. 3, pp. 921–929, 2013.
- [51] H. Nur Agustiningsih, A. Thoyib, H. Djumilah, and Noermijati, “The Effect of Remuneration, Job Satisfaction and OCB on the Employee Performance,” *Sci. J. Bus. Manag.*, vol. 4, no. 6, p. 212, 2016.