

# Jurnal cek

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**Submission date:** 18-Jul-2022 01:11AM (UTC-0700)

**Submission ID:** 1872068448

**File name:** JURNAL.docx (219.36K)

**Word count:** 4564

**Character count:** 26552

**THE IMPACT OF ORGANIZATIONAL CULTURE, MOTIVATION,  
TRANSFORMATIONAL LEADERSHIP ON VILLAGE PERFORMANCE  
THRU ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) IN  
TRAWAS DISTRICT, MOJOKERTO REGENCY**

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**Abstract**

This study aims to explore the influence of organizational culture, motivation, transformational leadership, performance of village officials through organizational citizenship behavior (OCB) in Trawas District, Mojokerto Regency. The sample in this study was 100 village officials from Trawas District, Mojokerto Regency. In this study, the analysis was carried out using methods of quantitative descriptive analysis. The data for this survey was obtained from a questionnaire filled out by the determined respondents. The analytical tool used to perform the analysis is partial least squares (PLS), an SEM (Structural Equation Model) that uses SmartPLS 3.0 software on a variance basis. Organizational culture does not have a significant impact on village officials' performance, organizational culture has a significant impact on OCB, motivation has a significant impact on village officials' performance, motivation has no significant impact on OCBs, transformational leadership has a significant impact on the performance of village officials, transformational leadership has a significant impact on the OCB, and the OCB has a significant impact on the performance of village officials.

**Keywords:** *Organizational Culture, Motivation, Transformational Leadership, Performance, Organizational Citizenship Behavior (OCB)*

**INTRODUCTION**

The village is an area where the residents know each other, live together, have the same customs, rules and regulations and have their own steps and ways in regulating their social life. Besides that,

generally the village area consists of agricultural areas, so that most of their livelihoods are farming. The village is under the regency government.

In regulation variety 6 of 2014 it's miles said that a village is a village and conventional village or what is referred to as with the aid of another call, hereinafter called a village is a legal community unit which has restrained territory legal to adjment affairs, the hobbies of the local people primarily based on community initiatives, original rights proposals, or conventional rights which are identified and respected within the device of government of the Unitary country of the Republic of Indonesia.

In village government businesses, if the overall performance of the village head is excellent, it will have a leverageive leverage on the manner of accelerating village improvement and network services. such as the provision of enough village infrastructure, progress of the village financial system, and extremely good carrier that isn't just a formality.

The fulfillment of each enterprise could be determined by using the performance of its individuals (Nawai Hadari, 2006). Edison (2016) appointed that accomplishment is outcome from the inside processi that refers and is measured over a positive phase based totally on predetermianto clause. inside the magazine Setyowati and Haryani (2016) appointed that the term overall performance from the phrase activity overall performance or real overall performance (work

fulfillment or real success) is the end work at fine and quantity accomplaised by using an worker in carrying out or carrying out their duties. Likewise, in knowing conducive and rich village conditions, there are many elements that influence someone's overall performance,including organizational culture.

Organizational subculture is more and more growing in line with the growing dynamics of the climate within the company. hence the concept of organizational tradition changed into developed in diverse versions, considering that the term culture became borrowed from the medical disciplines of tropology and sociology, in accordance with the which means of way of life which has a countrywide connotation, adding that the results are so large that it may be visible from diverse perspectives. but, within the technique of variation, most argue that the middle of tradition is a shared value gadget. (Trice and bayer in Fachreza, appointed Musnadi, and M Shabri Abd Majid) 2018.

Organizational culture is a problem-solving device or solution, which could constantly run properly within a selected institution or organization in handling its external and internal troubles, in order that it is able to be transmitted or taught to its participants both new and vintage as a way of notion, questioning. and

feel in terms of these troubles (Mulyadi, 2015: 96).

in step with Wardiah (2016: 196), organizational subculture is basically the fundamental values of the organization, so one can act as the basis for behaving, behaving, and acting for all participants of the enterprise. Organizational subculture is the way human beings behave in an business enterprise and it is a set of norms inclusive of beliefs, attitudes, core values, and patterns of conduct shared inside the enterprise.

Sutrisno (2015: 2), organizational lifestyle may be defined as a machine of values (values), ideals (beliefs), (assumptions), or norms that have lengthy been in leverage, agreed upon and followed via stakeholders. contributors of an company as a manual to behavior and fixing organizational troubles. based on this know-how, it can be concluded that, Organizational tradition is the conduct, traditions, and widespread techniques for doing matters and most of them come from the founders of the business enterprise.

Motivation is one of the drivers from the coronary heart to acquire a aim, in different phrases, motivation is a method that produces power that is directed to achieve the goals to be achieved. In a group, motivation is the driving force for organizational progress. Motivation

performs an vital position in corporations together with in village authorities groups.

In a government enterprise, achievement or failure in the implementation of community offerings, is inspired by using leadership, via leadership and supported with the aid of ok government, then desirable governance might be found out or carried out, at the opposite leadership weak spot is one of the causes of the crumble. bureaucratic overall performance in Indonesia. (istianto, 2015:2)

leadership inside the village may be expressed as a way of a frontrunner who directs or regulates all factors in a set or agency to achieve the favored organizational desires that allows you to produce desirable and most carrier to the community. with the aid of enhancing the first-rate of service way achieving the work of a person or village apparatus in knowing organizational goals.

in the use of organizational way of life variables, one of the previous research has been conducted by means of Muhammad Ras Muis, J Jufrizen, Muhammad Fahmi in 2018. The have a look at said that organizational lifestyle had a tremendous impact on employee overall performance, however it was exclusive from the research

performed by way of Riko Junaidi and Febsri Susanti in 2019. The outcomes showed that organizational culture in part had no large leverage on worker overall performance. So that is what encourages the author to re-observe the theory in organizational subculture at the overall performance of the Trawas District, Mojokerto Regency.

the use of motivational variables, one of the previous research conducted by way of Bayu Dwilaksono Hanafi in 2017. The examine appointed that motivation mediated via process pleasure on employee performance had a big leverage. but, it is one-of-a-kind from the studies conducted with the aid of Valnsia Angelia Wisti Dapu in 2015. The results showed that motivation had no giant leverage on employee performance. So that is what brought about the author to re-

look at the idea in organizational tradition at the performance of village officers in Trawas District, Mojokerto Regency. As for the transformational leadership variable, in one of the preceding research performed with the aid of Dewiana Novitasari and Masduki Asbari in 2020. The study states that transformational management do not have giant leverage on employees overall accomplishment. but, this is distinct of the studies performed by way of I Made Adyana Putra and Ida Bagus Ketut Surya in 2020. The outcomes of the take a look at suggest that transformational management has a fine and large impact on worker performance. So that is what triggered the author to re-study the idea in organizational culture at the overall accomplishment of village officers in Trawas District, Mojokerto Regency.

## **Literature review**

### **Organizational culture**

In Robbins and Mary Coulter translated by Bob Sabran and Devri (2010), the definition of "organizational way of life" here implies 3 things, particularly first, way of life is a belief, not some thing that may be touched or visible physically, however personnel get hold of and understand it thru what they enjoy inside the business

enterprise. 2d, organizational culture is descriptive, that's involved with how contributors be given and interpret the subculture, regardless of whether they prefer it or now not. ultimately, although individuals in groups have unique backgrounds and work at exclusive degrees of the organization, they have a tendency to interpret and specific organizational culture in the equal manner. that is the factor of shared popularity.

## **Motivation**

Essentially all motivation comes from within, external elements best trigger the emergence of motivation. outside motivation is motivation whose triggers come from outdoor someone. whilst motivation from within is the inducement that arises from one's self-initiative. basically there are handiest motivations, particularly to achieve satisfaction or keep away from pain or trouble.

Self-motivation is a person's capability to inspire himself without needing the assist of others. a person has the ability to discover motives or impetus to act. The manner of getting this impulse to behave is largely a method of understanding one's very own desires that are commonly buried. every person has a desire this is an urge to behave, however regularly that urge is weakened by external elements. The weakening of this urge can be seen from the loss of desire and helplessness.

## **Transformational leadership**

Leadership is the manner a superintendent impacts the dealing of subordinat to collaborate and paintings produtivament to obtain organizational desires (Hasibuan, 2011: a hundred and seventy). in step with Badeni (2013: 2), management can be defined as someone's ability to persuade a group in the direction of reaching dreams. Robbins and

## **conceptual framework**

decide (2015: 410) kingdom that guidance is the capacity to persuade a group towards achieving a vision or set of goals.

## **Organizational Citizenship Behavior ( OCB )**

There are several notions of organizational citizenship behavior (OCB) recommend with the aid of numerous specialists, one of that's by Robbins and judge (in Cahyono, 2015) who define organizational citizenship conduct (OCB) as optional conduct that isn't a part of an worker's formal work obligations. , but helps the powerful functioning of the business enterprise.

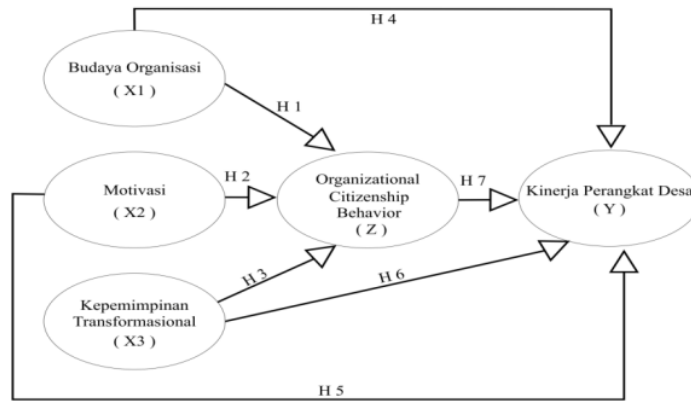
## **Performance**

Performance (performance) can have an leverage on the continuing activities of a agency enterprise, the higher the overall performance shown by means of the employees may be very helpful inside the improvement of the business enterprise or agency.

The definition of performance in line with a few experts:

Mangkunegara (2012:9) gives the following understanding:

aggregate performance. is the. end result of labor in nice and count done by means of an laborer. in tiresome out his respobillity in assent with the duties given to him.



**Figure 1**

**Hypothesis**

Based on empirical studies on variables and supported by theories and research results that have been described, seven hypotheses are proposed in this study as follows:

1. H1: Organizational Culture has a significant leverage on Organizational Citizenship Behavior of village officials in the village of Trawas District, Mojokerto Regency
2. H2: Motivation has a significant leverage on Organizational Citizenship Behavior village officials in the village of Trawas District, Mojokerto Regency
3. H3: Transformational Leadership. has a Significant. leverage on Organizational. Citizenship Behavior village

officials in the village of Trawas District, Mojokerto Regency

4. H4 : Organizational Culture has a positive leverage on the performance of village officials in the village of Trawas District, Mojokerto Regency
5. H5 : Motivation affects the performance of village officials in the village of Trawas District, Mojokerto Regency
6. H6 : Transformational Leadership has a positive leverage on Village Apparatus Performance in the village of Trawas District, Mojokerto Regency
7. H7 : Motivation has a positive leverage on the performance of village officials in the village of Trawas District, Mojokerto Regency



## Research methods

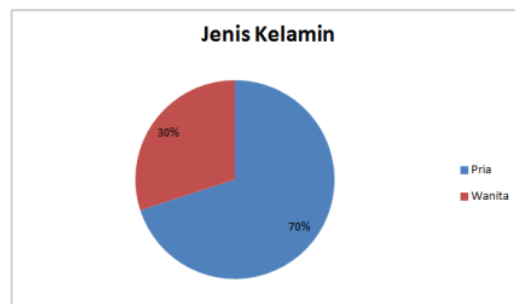
This research is included in quantitative descriptive research Sugiyono (2008:5), descriptive studies is research performed to decide the fee of independent variables, both one or extra (unbiased) variables with out making comparisons, or connecting with different variables. Quantitative research can be defined as a research approach used to have a look at certain populations or samples, and statistical data analysis with the aim of testing predetermined hypotheses. Descriptively, this study aims to obtain an overview of the variables of organizational culture, motivation, leadership as the independent

variable and job satisfaction as the dependent variable. While verification aims to test the hypothesis with statistical reckoning. One of the sample requirements for SEM applications is more than 100 respondents, and the sample must be able to represent the population. The more samples used, the better the research results. Based on these considerations, in this study researchers took 80% of the total population. So the sample taken is  $80\% \times 13 = 10$  The sample villages that become respondents in this study are all village officials in Trawas District, Mojokerto Regency, amounting to 130 village officials.

## DATA ANALYSIS AND DISCUSSION

### Respondent Description

Figure 5.1 Respondent data by gender



Based on Figure 5.1, it can be seen that the respondents are divided into

two, namely men and women. From the data obtained from 100



respondents, the composition of respondents based on gender is 70 respondents or as much as 70% are male and the remaining 30 people or

30% are female as shown in Figure 5.1.

### Respondent Age

Based on the results of the questionnaire, it can be seen that the age of the respondents starts from the

respondents aged 20-30 years amounted to 35 people and the remaining 65 people aged 30-60

Variabel	Croanbach's Alpha	Nilai Kritis	Keterangan
X1	0,928	> 0,6	Reliabel
X2	0,861	> 0,6	Reliabel
X3	0,897	> 0,6	Reliabel
Y	0,862	> 0,6	Reliabel
Z	0,940	> 0,6	Reliabel

age of 20-60 years. The data obtained from the questionnaire

years.

### Cronbach's Alpha . statistical test

Based on table 5.2 can reveal all statement items on variabel

Organizational Culture (X1), Motivation (X2), Transformational Leadership (X3), Organizational Citizenship Behavior (Z), Village Apparatus Performance (Y), having a

value > 0.6 means that the statement items of all variables are declared reliable and can be used in this research.

### Hypothesis test

The academic trying is primarily completed predicated on the consequences of trying deep interpretation (structural model), which includes r- cube, parameter portions, and t- information. to check

if a thesis could make universal or could be decline, amongst other laverages by settlement consideration to the significant value between constructs, t-records and p- values. The thesis

testing of this exploration is fulfilled by force of the software program SmartPLS ( Partial Least Forecourt). 3.0. these values can be visible during bootstrapping. The regulations of tumb used on this observe are t-statistics >1.96. with a

significant position of p- value of 0.05 or .5 and a fine beta measure. The value of checking out the enterprise of this studies may be proven in table 5.9 and the issues of this studies interpretation may be described as in figure5.2

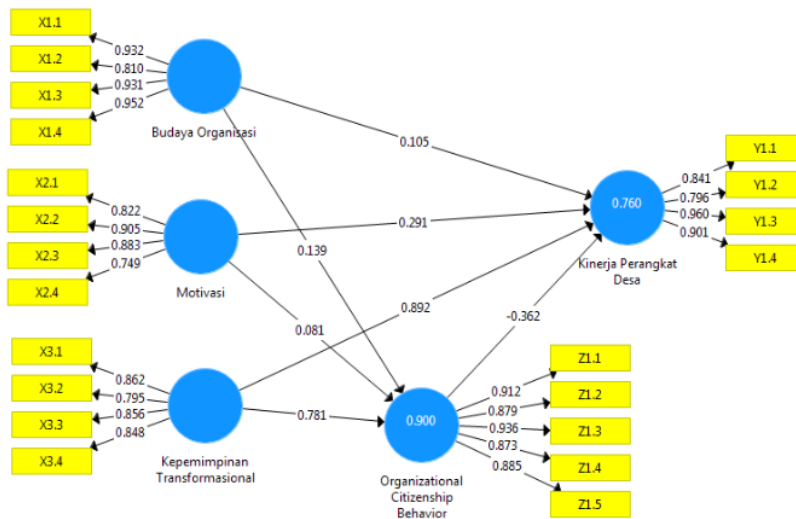


Figure 5.2

### Research Model Results

Table 5.9

#### Path Coefficients Results

Hypothesis	Original Sampel (O)	Sampel Mean (M)	Standart Deviation (STDEV)	T Statistics ( O/STDEV )	P Value
BO > KPD	0,105	0,105	0,071	1,483	0,139
BO > OCB	0,139	0,135	0,036	3,832	0,000
KT > KPD	0,892	0,883	0,121	7,388	0,000

KT > OCB	0,781	0,782	0,028	27,938	0,000
MO > KPD	0,291	0,297	0,089	3,720	0,001
MO > OCB	0,081	0,083	0,053	1,513	0,131
OCB > KPD	-0,362	-0,358	0,115	3,14	0,002

the first thesis examines whether organizational culture really impacts the accomplishment of vill officers. The test issues display, that the beta measure of. Organizational life on Village outfit overall accomplishment is. 0.105 and the t-statistic is 1.483. From those issues, it's far appointed lest t-statistic is not big. Because <1.96 with p- value <0.05, the primary enterprise is declined. This verify that Organizational culture is not vindicated to have a superb have an impact on on Village outfit accomplishment.

the improvised thesis examines whether or not Organizational culture appreciatively impresss Organizational Citizenship geste. The check issues display, that the beta measure of. Organizational way of life on Organizational Citizenship conduct is. 0.139 and the t-statistic is 3.832. From this end end outcome, it's country miles said that the t-statistic is sizable. Because >1.96 with p- price <0.05, so the alternate enterprise is universal. These verify that organizational folklore is not always validated to have a awful

affect under Organizational Citizenship conduct.

The three enterprise examines if Transformational operation appreciatively impresss Village outfit accomplishment. The take a look at consequences display, that the beta measure of. Transformational leadership on Village outfit overall accomplishment is. 0.892 and the t-statistic is 7.388. From these issues, it's far said that the t-statistic is substantial. due to the fact >1.96 with p- value >0.05 so the 0.33 enterprise is general. This verify that Transformational operation is tested to have a superb have an impact on on Village outfit overall accomplishment.

The fourth enterprise examines whether or not Transformational operation surely impresss Organizational Citizenship conduct. The test outcomes show, that the beta measure of. Transformational leadership on Organizational Citizenship geste is 0.781 and the t-statistic is 27.938. From these goods, it's country miles appointed that the t-statistic is giant. due to the fact >1.96 with p- price >0.05 so the

fourth enterprise is time- recognized. This verify that Transformational leadership has a forfeiture have an impact on on Organizational Citizenship geste.

The five enterprise examines whether or not provocation has a positive impact on Village outfit overall accomplishment. The check issues show the value of the persuading beta measure on Village outfit accomplishment is 0.291 and the t-statistic is 3.720. From these issues, it's said that the t-statistic is large. due to the fact > 1.96. with p- figure <0.05, so the 5th thesis is popular. This verify that provocation is tested to have a nice impact at the accomplishment of vill officers.

The sixth thesis examine whether provocation has a tremendous leverage on Organizational Citizenship geste. The test consequences display. that the beta measure of. Provocation on Organizational Citizenship conduct is 0.081 and the t-statistic is 1.513.

#### **Discussion**

#### **The impact of Organizational subculture on Village equipment overall performance**

Organizational civilization surely affects the performance of Village accoutrements . The check issues show. that the beta measure of. Organizational folklore on Village accoutrements performance is 0.105 and the t-statistic is 1.483. From these

From those consequences, it's country miles said that the t-statistic isn't tremendous. due to the fact <1.96 with p- cost <0.05, so the six enterprise is declined. This verify that provocation is not always validated to have a laverageive impress on Organizational Citizenship geste.

The seven enterprise examines whether or not Organizational Citizenship geste really impacts Village outfit accomplishment. The take a look at goods display. that the beta measure of. Organizational Citizenship geste on Village outfit accomplishment is. -0.362 and the t-statistic is three.one hundred forty. From these outcomes, it's country miles appointed that the t-statistic isn't expansive. due to the fact <1.96 with p- cost. <0.05, so the seven enterprise is declined. This verify that Organizational Citizenship geste is not always demonstrated to have a laverageive impress on Village outfit overall accomplishment.

goods, it's country miles said that the t-statistic is not always tremendous. Because <1.96 with p- price <0.05, the primary thesis is declined. This verify that Organizational way of life is not always established to have a superb impact on Village accoutrements performance.

### **The Impress of Organizational Culture on Organizational Citizenship Behavior**

Organizational Culture appreciatively impresss Organizational Citizenship Behavior. The check goods show, that the beta many of. Organizational folklore on Organizational Citizenship geste is 0.139 and the t-statistic is 3.832. From this end outcome, it's far said that the t-statistic is significant. because  $>1.96$  with  $p\text{-value} < 0.05$ , so the alternate bone enterprise is frequent. This verify that organizational tradition is not always validated to have a fine impress on Organizational Citizenship Behavior.

### **The leverage of Motivation on Village equipment overall performance**

Transformational leadership really affects Village accoutrements overall performance. <sup>12</sup> The check consequences show, that the beta measure of. Transformational leadership on Village accoutrements overall performance is 0.892 and the t-statistic is 7.388. <sup>5</sup> From those outcomes, it's said that the t-statistic is large. because  $>1.96$  with  $p\text{-cost} > 0.05$  so the 0.33 enterprise is typical. This verify that Transformational operation is verified to have a awful impress on Village accoutrements performance.

### **The Lverage of Transformational Leadership on Organizational Citizenship Behavior**

Transformational Leadership appreciatively impresss Organizational Citizenship Behavior. The take a look at consequences display, that the beta measure of. Transformational leadership on Organizational Citizenship geste is 0.781 and the t-statistic is 27.938. From these outcomes, it's country miles appointed that the t-statistic is big. because  $>1.96$  with  $p\text{-figure} > 0.05$  so the fourth thesis is universal. This verify that Transformational operation has a superb impress on Organizational Citizenship Behavior.

### **The impact of Transformational leadership on Village equipment performance**

Provocation has a positive leverage on Village accoutrements overall performance. The take a look at goods display the cost of the incitement beta measure on Village accoutrements overall performance is 0.291 and the t-statistic is three.720. From those issues, it's country miles said that the t-statistic is big. because  $>1.96$  with  $p\text{-value} < 0.05$ , so the 5th enterprise is established. This verify that provocation is established to have a nice affect on the performance of vill officers.

### **The Impact of Motivation on Organizational Citizenship Behavior**

Motivation appreciatively affects Organizational Citizenship Behavior. The test outcomes show that the beta measure of Provocation on Organizational Citizenship Behavior is 0.081 and the t-statistic is 1.513. From these outcomes, it's appointed that the t-statistic isn't significant. Because  $<1.96$  with  $p\text{-value} < 0.05$ , so the sixth theory is declined. This verify that provocation isn't proven to have a positive impress on Organizational Citizenship Behavior.

### **The Impact of Organizational Citizenship Behavior on Village equipment performance**

Organizational Citizenship Behavior appreciatively impresses the Performance of Village Apparatus. The test outcomes show that the beta measure of Organizational Citizenship Behavior on Village Apparatus Performance is -0.362 and the t-statistic is 3.140. From these outcomes, it's appointed that the t-statistic isn't significant. Because  $<1.96$  with  $p\text{-value} < 0.05$ , so the seventh theory is declined. This verify that Organizational Citizenship Behavior isn't proven to have a positive impress on Village Apparatus Performance.

## **CONCLUSIONS AND SUGGESTIONS**

### **Inference**

based on the outcomes of studies carried out on Organizational way of life, Motivation, Transformational leadership, the following conclusions may be drawn:

1. Organizational subculture has no full-size impact on the overall performance of Village equipment in Trawas District, Mojokerto Regency. The better the Organizational culture does no longer have a big impact at the overall performance of the Village equipment.
2. Organizational way of life has an enormous leverage on Organizational Citizenship Behavior (OCB) in Trawas District, Mojokerto Regency. The better the Organizational culture, the greater the leverage on Organizational Citizenship Behavior (OCB).
3. Motivation has a massive impact on the performance of village officers in Trawas District, Mojokerto Regency. The higher the incentive, the more the leverage on the overall



performance of the village apparatus.

4. Motivation has no significant leverage on Organizational Citizenship Behavior (OCB) in Trawas District, Mojokerto Regency. The higher the motivation, the less significant impact on Organizational Citizenship Behavior (OCB).
5. Transformational leadership has a significant leverage on the performance of village officials in Trawas District, Mojokerto Regency. The higher the Transformational Leadership, the greater the impact on the Village Apparatus Performance.
6. Transformational leadership has a significant leverage on Organizational Citizenship Behavior (OCB) in Trawas District, Mojokerto Regency. The higher the Transformational Leadership, the less significant impact on Organizational Citizenship Behavior (OCB).
7. Organizational Citizenship Behavior (OCB) has no significant leverage on Village Apparatus Performance in Trawas District, Mojokerto Regency. The higher the Organizational Citizenship Behavior (OCB) it does not have a significant impact on the Performance of Village Apparatus.

## Recommendation

Based at the leverages of the have a look at, numerous matters that can be cautioned to the village head government so one can better enhance the performance of village officials consist of:

1. For the village authorities

suggestions that may be conveyed by way of researchers for the village authorities of Trawas District, ideally organizational way of life, motivation may be taken into consideration once more because to regulate the behavior of every character is quite hard because each man or woman has his personal conduct. Organizational way of life ought to also be fashioned by means of at the same time making written rules which can be honestly written and agreed upon by way of all contributors, in order that organizational culture is meditated in every village having a one of a kind organizational way of life.

2. For Future Researchers

destiny researchers ought to expand this studies and add different variables due to the fact there are nevertheless many other factors that affect the overall performance of village officers.



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