

The Impact of Organizational Culture, Motivation, Transformasional Leadership on Village Performance Thru Organizational Citizenship Behavior (OCB) in Trawas District, Mojokerto Regency



Dimas Wahyu Kurniawan¹, Dr. M. Sihab Ridwan, M.Ec.², Dr. Sumiati, M.M.³

^{1,2,3} Universitas 17 Agustus 1945 Surabaya

ABSTRACT: This study aims to measure the effect of organizational culture, motivation, transformational leadership, performance of village officials through organizational citizenship behavior (OCB) in Trawas District, Mojokerto Regency. The sample used 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 variant basis. Organizational tradition 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 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 effective effect 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) stated that performance is the result of a process that refers and is measured over a positive period of time based totally on predetermined provisions. inside the magazine Setyowati and Haryani (2016) stated that the term overall performance from the phrase activity overall performance or real overall performance (work fulfillment or real success) is the end result of work in fine and quantity achieved 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

The Impact of Organizational Culture, Motivation, Transformational Leadership on Village Performance Through Organizational Citizenship Behavior (Ocb) in Trawas District, Mojokerto Regency

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, stated 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 (assumptions), or norms that have lengthy been in effect, 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 effect 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 stated that motivation mediated via process pleasure on employee performance had a big effect. 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 effect 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 has no giant effect on employee overall performance. but, this is different from 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 performance 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,

The Impact of Organizational Culture, Motivation, Transformasional Leadership on Village Performance Thru Organizational Citizenship Behavior (Ocb) in Trawas District, Mojokerto Regency

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 leader impacts the behavior of subordinates to cooperate and paintings productively 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 decide (2015: 410) kingdom that leadership 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 effect 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:

overall performance is the end result of labor in nice and amount done by means of an worker in wearing out his obligations in accordance with the duties given to him.

conceptual framework

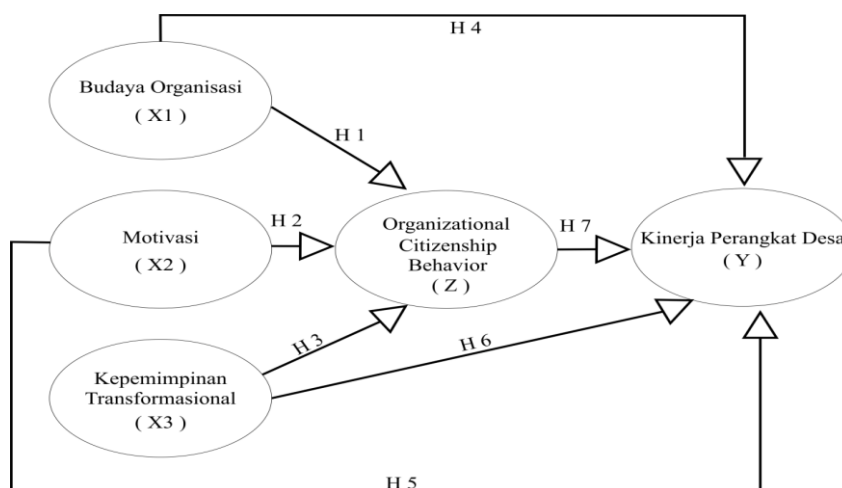


Figure 1

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 effect on Organizational Citizenship Behavior of village officials in the village of Trawas District, Mojokerto Regency
2. H2: Motivation has a significant effect on Organizational Citizenship Behavior village officials in the village of Trawas District, Mojokerto Regency

The Impact of Organizational Culture, Motivation, Transfomasioanal Leadership on Village Performance Thru Organizational Citizenship Behavior (Ocb) in Trawas District, Mojokerto Regency

3. H3: Transformational Leadership has a significant effect on Organizational Citizenship Behavior village officials in the village of Trawas District, Mojokerto Regency
4. H4 : Organizational Culture has a positive effect 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 effect on Village Apparatus Performance in the village of Trawas District, Mojokerto Regency
7. H7 : Motivation has a positive effect 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 calculations. 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

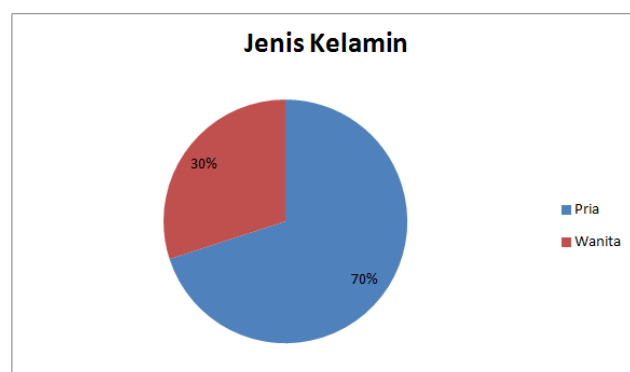


Figure 5.1 Respondent data by gender

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 age of 20-60 years. The data obtained from the questionnaire respondents aged 20-30 years amounted to 35 people and the remaining 65 people aged 30-60 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.

The Impact of Organizational Culture, Motivation, Transfomasioanal Leadership on Village Performance Thru Organizational Citizenship Behavior (Ocb) in Trawas District, Mojokerto Regency

Hypothesis test

The academic trying is primarily completed predicated on the consequences of trying the inner interpretation (structural model), which includes r- cube, parameter portions, and t- information. to check whether a thesis can be universal or can be rejected, among other effects by paying attention to the significance value between constructs, t- records and p- values. The thesis testing of this exploration is fulfilled with the help 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 significance 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 table5.9 and the issues of this studies interpretation may be described as in figure5.2

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

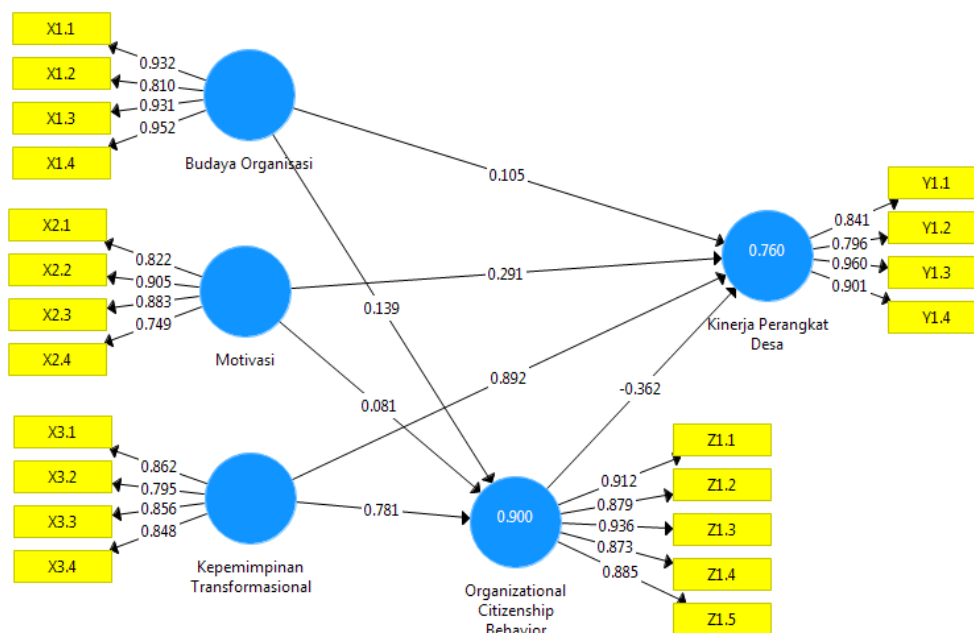


Figure 5.2

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 Impact of Organizational Culture, Motivation, Transformational Leadership on Village Performance Through Organizational Citizenship Behavior (Ocb) in Trawas District, Mojokerto Regency

The first thesis examines whether organizational culture really impacts the performance of village officers. The test results display that the beta measure of Organizational life on Village outfit overall performance is 0.105 and the t-statistic is 1.483. From those issues, it's far stated that the t-statistic is not enormous. because <1.96 with $p\text{-value} < 0.05$, the primary enterprise is rejected. This proves that Organizational culture is not vindicated to have a superb have an impact on on Village outfit performance.

The improvised thesis examines whether or not Organizational culture appreciatively influences Organizational Citizenship gesture. 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 result, it's country miles said that the t-statistic is sizable. because >1.96 with $p\text{-price} < 0.05$, so the alternate enterprise is universal. This proves that organizational folklore is not always validated to have a awful affect on Organizational Citizenship conduct.

The three enterprise examines whether Transformational operation appreciatively influences Village outfit performance. The take a look at consequences display that the beta measure of Transformational leadership on Village outfit overall performance 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 $p\text{-value} > 0.05$ so the 0.33 enterprise is general. This proves that Transformational operation is tested to have a superb have an impact on on Village outfit overall performance.

The fourth enterprise examines whether or not Transformational operation surely influences Organizational Citizenship conduct. The test results show that the beta measure of Transformational leadership on Organizational Citizenship gesture is 0.781 and the t-statistic is 27.938. From these goods, it's country miles stated that the t-statistic is giant. due to the fact >1.96 with $p\text{-price} > 0.05$ so the fourth enterprise is time- recognized. This proves that Transformational leadership has a forfeiture have an impact on on Organizational Citizenship gesture.

The five enterprise examines whether or not provocation has a positive impact on Village outfit overall performance. The check issues show the value of the persuading beta measure on Village outfit performance 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 $p\text{-figure} < 0.05$, so the 5th thesis is popular. This proves that provocation is tested to have a nice impact at the performance of village officers.

The sixth thesis examines whether provocation has a tremendous effect on Organizational Citizenship gesture. The test consequences display that the beta measure of Provocation on Organizational Citizenship conduct is 0.081 and the t-statistic is 1.513. From those consequences, it's country miles said that the t-statistic isn't tremendous. due to the fact <1.96 with $p\text{-cost} < 0.05$, so the six enterprise is rejected. This proves that provocation is not always validated to have a effective influence on Organizational Citizenship gesture.

The seven enterprise examines whether or not Organizational Citizenship gesture really impacts Village outfit performance. The take a look at goods display that the beta measure of Organizational Citizenship gesture on Village outfit performance is -0.362 and the t-statistic is three hundred forty. From these results, it's country miles stated that the t-statistic isn't expansive. due to the fact <1.96 with $p\text{-cost} < 0.05$, so the seven enterprise is rejected. This proves that Organizational Citizenship gesture is not always demonstrated to have a effective influence on Village outfit overall performance.

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 goods, it's country miles said that the t-statistic is not always tremendous. because <1.96 with $p\text{-price} < 0.05$, the primary thesis is rejected. This proves that Organizational way of life is not always established to have a superb impact on Village accoutrements performance.

The Influence of Organizational Culture on Organizational Citizenship Behavior

Organizational Culture appreciatively influences Organizational Citizenship Behavior. The check goods show that the beta many of Organizational folklore on Organizational Citizenship gesture is 0.139 and the t-statistic is 3.832. From this end result, 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 proves that organizational tradition is not always validated to have a fine influence on Organizational Citizenship Behavior.

The effect of Motivation on Village equipment overall performance

Transformational leadership really affects Village accoutrements overall performance. 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. From those results, 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 proves that Transformational operation is verified to have a awful influence on Village accoutrements performance.

The Impact of Organizational Culture, Motivation, Transformational Leadership on Village Performance Through Organizational Citizenship Behavior (OCB) in Trawas District, Mojokerto Regency

The Effect of Transformational Leadership on Organizational Citizenship Behavior

Transformational Leadership appreciatively influences Organizational Citizenship Behavior. The take a look at consequences display. that the beta measure of. Transformational leadership on Organizational Citizenship gesture is 0.781 and the t-statistic is 27.938. From these results, it's country miles stated that the t-statistic is big. because >1.96 with p- figure >0.05 so the fourth thesis is universal. This proves that Transformational operation has a superb influence on Organizational Citizenship Behavior.

The impact of Transformational leadership on Village equipment performance

Provocation has a positive effect 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- value <0.05 , so the 5th enterprise is established. This proves 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 results show. that the beta measure of Provocation on Organizational Citizenship Behavior is 0.081 and the t-statistic is 1.513. From these results, it's stated that the t-statistic isn't significant. Because <1.96 with p- value <0.05 , so the sixth theory is rejected. This proves that provocation isn't proven to have a positive influence on Organizational Citizenship Behavior.

The Impact of Organizational Citizenship Behavior on Village equipment performance

Organizational Citizenship Gesture appreciatively influences the Performance of Village Apparatus. The test results show. that the beta measure of. Organizational Citizenship comportment on Village Apparatus Performance is -0.362 and the t-statistic is 3.140. From these results, it's stated that the t-statistic isn't significant. Because <1.96 with p- value <0.05 , so the seventh theory is rejected. This proves that Organizational Citizenship Behavior isn't proven to have a positive influence 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 a enormous effect on Organizational Citizenship conduct (OCB) in Trawas District, Mojokerto Regency. The better the Organizational culture, the greater the effect 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 effect on the overall performance of the village apparatus.
4. Motivation has no significant effect 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 effect 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 effect 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 effect 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 effects 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

The Impact of Organizational Culture, Motivation, Transfomasioanal Leadership on Village Performance Thru Organizational Citizenship Behavior (Ocb) in Trawas District, Mojokerto Regency

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.

REFERENCES

- 1) Abraham Samuel Kaengke, B. T. (2018). The Effect of Career Development Training and Motivation on Employee Performance at PT Air Manado.
- 2) Andira Ramadha Arundita, D. S. (Vol 11, No 1 (2021)). THE EFFECT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH ORGANIZATIONAL COMMITMENT AS A MEDIATION VARIABLE (CASE STUDY ON THE REGIONAL FINANCIAL AGENCY AND ASSETS OF SLEMAN REGENCY). Journal of Business Management Focus, 21.
- 3) Asbari, D. N. (2020). The Effect of Transformational Leadership on Employee Performance The Role of Readiness To Change As Mediator.
- 4) Bayu Dwilaksono Hanafi, C. Y. (Vol.5No.1March2017). THE EFFECT OF MOTIVATION, AND WORK ENVIRONMENT, ON EMPLOYEE PERFORMANCE, WITH JOB SATISFACTION AS A MEDIATION VARIABLE AT PT BNI LIFEINSURANCE. journalEconomics and Business Education, 17.
- 5) Bellania Mangindaan, B. T. (Vol. 8 No.1 January 2020). The Influence of Organizational Culture, Organizational Commitment, and Competence on Organizational Citizenship Behavior at the Sutan Raja Amurang hotel. EMBA Journal, 12.
- 6) Faris Bayu Septian, M. A. (2017). The Effect of Transformational Leadership Style on Motivation and Performance.
- 7) Hendra. (2020). The Influence of Training Organizational Culture and Motivation on Employee Performance at Tjut Nyak Dhien University Medan.
- 8) I Wayan Yudi Arta Yoga, A. A. (Vol 1 No 2 (2021)). The Role of Organizational Culture and Organizational Commitment to Improve Organizational Citizenship Behavior. Journal of Management, Entrepreneurship and Tourism, 9.
- 9) Jufrizen, K. N. (2020). Organizational Culture Against Employee Performance With Work Environment As Moderating Variable.
- 10) Kongko Dwi Prasetyo, F. M. (Volume10Number1Year 2021). ANALYSIS OF THE INFLUENCE OF ORGANIZATIONAL CULTURE, SERVANT LEADERSHIP, & ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR. 11.
- 11) Muhammad Ras Muis, J. J. (Vol 1 No 1 January 2018). The Influence of Organizational Culture and Organizational Commitment on Employee Performance. Journal of Islamic Economics & Economics, 17.
- 12) Panji Dwi Herdian, R. N. (2020). THE EFFECT OF WORK MOTIVATION AND SPIRITUAL INTELLIGENCE ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (OCB) AS INTERVENING VARIABLES. Journal of Economics and Management, Vol. 07 No. 01, p. 1-12.
- 13) Priyatmo, C. L. (2018). The Effect of Transformational Leadership on Employee Performance by Mediation of Job Satisfaction.
- 14) Rini Astuti, S. (2019). The Effect of Compensation and Motivation on Employee Performance at PT Tunas Jaya Utama.
- 15) Serpian. (Volume 8 No 1 2021). The Role of Organizational Commitment as a Mediation Variable on the Effect of Organizational Culture on Organizational Citizenship Behavior. Volume 8 No 1 2021 , 7.
- 16) Slamet Aji Winoto, S. P. (Vol 13 No 2 (2020)). Commitment and Organizational Culture to Organizational Citizenship Behavior (OCB). Journal of Business Research and Management.
- 17) TAUFIQURROHMAN. (2020). The Influence of Organizational Culture and Organizational Commitment on Employee Performance With Organizational Citizenship Behavior as an intervening variable.
- 18) Teguh Yuwono, N. W. (2020). Analysis of the Effect of Transformational Leadership Effectiveness and Readiness to Change on the Performance of Female Employees During the COVID-19 Pandemic.
- 19) Widhianingrum, W. (2017). The Effect of Motivation on the Performance of BRI Syariah Magetan Employees.



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.