



The Effect of Leadership Style, Organizational Culture and Compensation on Organizational Citizenship Behavior (Ocb)

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Abstract

Organizational Citizenship Behavior (OCB) is a work behavior that exceeds job requirements and plays a role in the success of an organization (Richard, 2003). OCB is demonstrated by helping coworkers and customers, doing extra work when needed, and helping to solve problems to improve products and procedures. OCB can be formed by several factors, including leadership style, organizational culture, and compensation. This study aims to determine the influence of leadership style, organizational culture, and compensation on employees at SMKN Kalibaru. The research data was obtained by distributing questionnaires to employees of various ages, education levels, and employment statuses. The technique used in data analysis is multiple linear regression. The results show that leadership style, organizational culture, and compensation collectively have an influence on the increase in employee OCB. However, among the three factors, leadership style is the most dominant variable affecting OCB in SMKN Kalibaru employees

Keywords: OCB (Organizational Citizenship Behavior), Leadership Style, Organizational Culture, and Compensation

1. Introduction

OCB (Organizational Citizenship Behaviour) is a voluntary employee behavior that exceeds the standard duties assigned to them, in order to help the company's sustainability in achieving its goals. The creation of OCB in an organizational environment is greatly influenced by several factors, one of which is leadership style. According to Newman in Thoha (2003), leadership is the activity of influencing the behavior of others or the art of influencing human behavior; both individually and in groups. This definition explains the important factor of the influence of leadership style on employee behavior. This means that employees tend to follow a leader's instructions in carrying out a job, and if the leader is able to set a good example and be a figure that is liked by their subordinates, it will affect the employee's level of concern for their work, so that employees will work voluntarily and not feel pressured to carry out their work. In addition, organizational culture is also an important factor for creating OCB in an organizational environment. Organizational culture is a cognitive framework consisting of attitudes, values, behavioral norms, and expectations that are accepted by members of the organization, according to Jerald Greenberg and Robert A. Baron (2003). Another important factor that can create OCB in an organizational environment is compensation. Compensation is all income in the form of money or goods, both directly and indirectly, received by employees as a reward for services rendered to the company.

2. Methods

Research Object

The object of this study is the employees at SMKN Kalibaru. The location is on Jalan Raya Jember Kalibaru Banyuwangi, and the data was collected on May 2, 2025.

Population and Sample

According to Sugiyono (2008: 117), the population is the entire number of objects studied, or a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions from. In this study, the population is the 85 employees at SMKN Kalibaru. The employees who are the object of the research are civil servants or non-civil servants within SMKN Kalibaru. The sample is a part or representative of the population being studied (Suharsimi, 2006: 104). The sample is a part of the number and characteristics of the population. This means that the sample must reflect the population and act as an accurate duplicate of the population (Sugiyono, 2008: 118). The sampling technique used in this study is non-probability sampling, with an accidental sampling approach. Accidental sampling is a technique for determining a sample based on chance, where anyone who happens to meet the researcher can be used as a sample if they are deemed suitable as a data source (Sugiyono, 2012: 67). This study uses 4 variables to be analyzed. The result of the sample calculation is as follows:

Sample size = 10 times the number of variables
= 10 X 4
= 40 samples (rounded) to 50 respondents.

Variable Identification

This study uses the following variables:

1. Dependent Variable
Y: Organizational Citizenship Behaviour (OCB)
2. Independent Variables
X1: Leadership Style
X2: Organizational Culture
X3: Compensation

Operational Definition of Variables

The operational definitions of each variable used in this study are as follows:

- a. Organizational Citizenship Behavior
Organizational Citizenship Behavior (OCB) is a work behavior that exceeds job requirements and contributes to the success of the organization.
- b. Leadership Style
Leadership style is a pattern or form of action taken by a person to influence the behavior of others in order to achieve a certain goal that is perceived by the people being influenced.
- c. Organizational Culture
Organizational culture is a cognitive framework consisting of attitudes, values, behavioral norms, and expectations that are accepted by members of the organization.
- d. Compensation
According to Hasibuan (2007), compensation is all income in the form of money or goods, both directly and indirectly, received by employees as a reward for services rendered to the company. In this study, the data collection method used is primary data obtained by distributing questionnaires randomly to SMKN Kalibaru employees.

3. Results and Discussion

Before processing the data from the questionnaire answers (primary data), a validity test of the instrument (question items) was carried out to determine the feasibility of using the question items in the study. The instrument testing was performed with the help of the SPSS 20 program.

Validity Test Analysis

The results of the validity test data analysis can be seen in Table 4.8.

Variable	Indicator	r-observed	r-table	Sig	Validity Status
Leadership Style (X ₁)	X1.1	0,863	0,240	0,000	Valid
	X1.2	0,890	0,240	0,000	Valid
	X1.3	0,908	0,240	0,000	Valid
	X1.4	0,890	0,240	0,000	Valid

X1.5	0,856	0,240	0,000	Valid
X1.6	0,859	0,240	0,000	Valid
X1.7	0,845	0,240	0,000	Valid

Tabel 4.8 Results of the Data Validity Test

Variable	Indicator	r-observed	r-table	Sig	Validity Status
Organizational Culture (X ₂)	X1.8	0,809	0,240	0,000	Valid
	X2.1	0,432	0,240	0,000	Valid
	X2.2	0,698	0,240	0,000	Valid
	X2.3	0,579	0,240	0,009	Valid
	X2.4	0,612	0,240	0,000	Valid
	X2.5	0,499	0,240	0,000	Valid
	X2.6	0,491	0,240	0,000	Valid
	X2.7	0,586	0,240	0,000	Valid
Compensation (X ₃)	X3.1	0,739	0,240	0,000	Valid
	X3.2	0,896	0,240	0,000	Valid
	X3.3	0,745	0,240	0,000	Valid
	X3.4	0,923	0,240	0,000	Valid
Organizational Citizenship Behaviour (Y)	Y ₁	0,847	0,240	0,000	Valid
	Y ₂	0,720	0,240	0,000	Valid
	Y ₃	0,365	0,240	0,000	Valid
	Y ₄	0,556	0,240	0,000	Valid
	Y ₅	0,608	0,240	0,000	Valid
	Y ₆	0,687	0,240	0,000	Valid
	Y ₇	0,685	0,240	0,000	Valid
	Y ₈	0,665	0,240	0,000	Valid
	Y ₉	0,668	0,240	0,000	Valid

Based on the calculation of the validity test of the research data instrument, it was found that all 28 indicators or question items from the variables of Leadership Style (X₁), Organizational Culture (X₂), Compensation (X₃), and Organizational Citizenship Behavior (Y) are valid. This is because the item-total correlation coefficient (r-count) value exceeds 0.30 with a significance level of $p < 0.05$. The significance test of the instrument validity was also done by comparing the r-count value with the r-table for the degree of freedom (df) = N-2; in this pretest, the sample size (n) is 125, so the df is 46 with a significance level of 5%, and the r-table value is 0.240. Based on the table, all indicators are proven to be valid because all r-count values are greater than the r-table, which means the question items in this study are suitable for use.

Reliability Test Analysis

The results of the data reliability test can be seen in Table 4.9.

Variable	Cronbach's Alpha	Recommendation	Reliability Status
Leadership Style (X ₁)	0,797	0,60	Reliable
Organization Culture (X ₂)	0,724	0,60	Reliable
Compensation (X ₃)	0,820	0,60	Reliable
Organizational Citizenship Behaviour (Y)	0,758	0,60	Reliable

Tabel 4.9 Results of the Reliability Test

Table 4.9 shows that the α value of each variable is greater than the critical reliability value. Leadership Style (X₁) is $0.797 > 0.60$, Organizational Culture (X₂) is $0.724 > 0.60$, Compensation (X₃) is $0.820 > 0.60$, and Organizational Citizenship Behavior (Y) is $0.758 > 0.60$. Thus, it can be concluded that all indicators used as measurement tools for the variables in this study are reliable because each has a Cronbach's alpha value of more than 0.60.

Classical Assumption Test

Data Normality Test

The results of the normality test are presented in Table 4.10.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		50
	Mean	0E-7
Normal Parameters a, b		
	Std. Deviation	3,00354853
	Absolute	,173
Most Extreme Differences	Positive	,082
	Negative	-,173
Kolmogorov-Smirnov Z		1,224
Asymp. Sig. (2-tailed)		,100
a. Test distribution is Normal.		
b. Calculated from data.		

Tabel 4.10 Result of the Data Normality Test

Based on Table 4.10, it can be seen that the significance value is 0.100, which is greater than 0.05, so it can be concluded that the data in this study is normally distributed.

Multicollinearity Test

This test is conducted to examine whether there is a correlation between the independent variables in the regression model (Santoso 2002:203). A good regression model should not have a correlation between the independent variables. To detect multicollinearity, the VIF (Variance Inflation Factor) value is examined. If the VIF value > 5, multicollinearity occurs, and if the VIF value < 5, multicollinearity does not occur (Gujarati, 1991:299). The results of the Multicollinearity Test can be seen in Table 4.11.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	13,038	5,225		2,495	,016		
Leadership Style	,330	,109	,457	3,027	,004	,632	1,583
1							
Organization Culture	,407	,201	,261	2,024	,049	,863	1,159
Compensation	,018	,164	,017	,107	,915	,569	1,757

Tabel 4.11 Result of the Multicollinearity Test

a. Dependent Variable: Organizational Citizenship Behaviour

Based on Table 4.11, the regression model has a VIF value for each variable that is less than 10. It can be concluded that the regression model in this study does not have symptoms of multicollinearity.

Heteroscedasticity Test

This assumption states whether the regression model has an unequal variance of residuals from one observation to another. If the variance of one residual to another observation is constant, it is called homoscedasticity. In calculations through SPSS, the basis for making decisions is as follows:

1. If there is a certain pattern and the points form a pattern (widening, wavy, narrowing), then heteroscedasticity occurs.
2. If there is no clear pattern and the points are scattered above and below the number 0 on the Y axis, then heteroscedasticity does not occur.

Figure 4.2 presents the results of the heteroscedasticity test. As observed, the distribution of residuals appears to be random, with no discernible pattern. The data points are scattered both above and below the zero value on the Y-axis. Therefore, it can be concluded that the regression model fulfills the assumption of homoscedasticity, indicating the absence of heteroscedasticity. The test result is presented in Figure 4.2

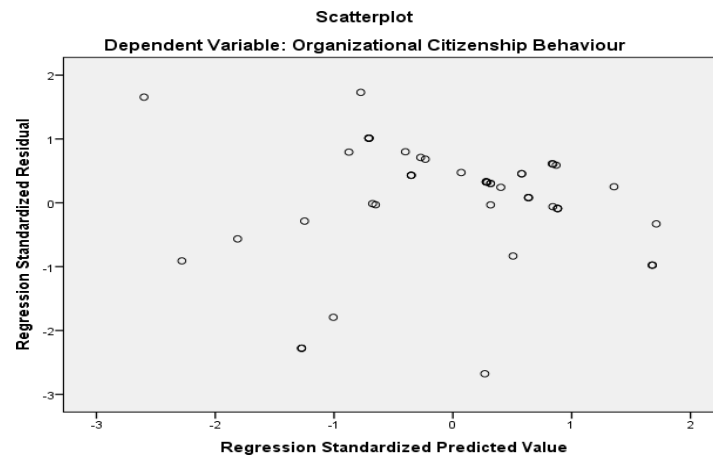


Figure 4.2. Results of the Heteroscedasticity Test

Based on the Heteroscedasticity Test results image, it can be seen that the test results show no clear pattern, and the points are scattered above and below the number 0 on the Y axis. Thus, it can be concluded that the regression model does not have symptoms of heteroscedasticity.

Multiple Linear Regression Analysis

In the data analysis of this study, the method used by the researcher is multiple linear regression analysis. This analysis aims to determine the simultaneous influence of the variables of Leadership Style, Organizational Culture, and Compensation on Organizational Citizenship Behavior at SMKN Kalibaru. In addition, this analysis also aims to determine the partial influence of the variables of Leadership Style, Organizational Culture, and Compensation on Organizational Citizenship Behavior at SMKN Kalibaru. The multiple linear regression analysis calculation process in this study uses SPSS version 20 software. The coefficient value shown by the SPSS output value is called the Standardized Coefficient or known as the Beta value. The results of the multiple linear regression analysis can be seen in Table 4.13:

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	13,038	5,225		2,495	,016		
1 Style	,330	,109	,457	3,027	,004	,632	1,583
Organization Culture	,407	,201	,261	2,024	,049	,863	1,159
Compensation	,018	,164	,017	,107	,915	,569	1,757

Table 4.12. Result of the Multiple Linear Regression Analysis

a. Dependent Variable: Organizational Citizenship Behaviour

From the regression output results using the SPSS 21.0 program, which can be seen in Table 4.12, a picture can be formed showing the relationship of the influence of each independent variable on the dependent variable as follows

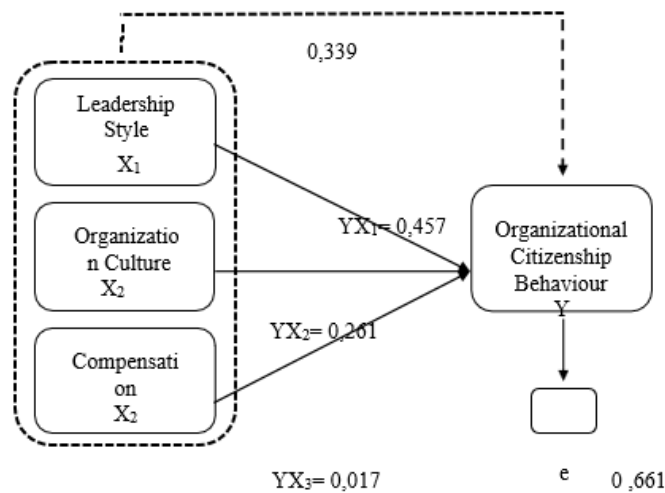


Figure 4.3. Regression Analysis

Based on the picture above, the multiple linear regression equation can be formed as follows:

$$Y = 13.038 + 0.457 X_1 + 0.261 X_2 + 0.017 X_3 + 0.466$$

From the equation above, it can be explained in detail as follows:

1. The constant (a) is 13.038, which means that if the other variables remain constant, the organizational citizenship behavior (Y) will change by itself by the value of the constant, which is 13.038.
2. The value of 0.457 for the leadership style variable (X1) shows a positive number. This means that if the other variables remain constant, the organizational citizenship behavior (Y) will change by 0.457 for every one unit of X1.
3. The value of 0.261 for the organizational culture variable (X2) shows a positive number. This means that if the other variables remain constant, the organizational citizenship behavior (Y) will change by 0.261 for every one unit of X2.
4. The value of 0.017 for the compensation variable (X3) shows a positive number. This means that if the other variables remain constant, the organizational citizenship behavior (Y) will change by 0.017 for every one unit of X3.

The Coefficient of Determination (R²) is used to see if there is a perfect relationship, which is shown by whether the changes in the independent variables (leadership style, organizational culture, compensation) will be followed by the dependent variable (organizational citizenship behavior) in the same proportion. This test is performed by looking at the R² value. The coefficient of determination value is between 0 and 1. A small R² value means that the ability of the independent variables to explain the variation of the dependent variable is very limited. A value close to 1 means that the independent variables provide almost all the information needed to predict the variation of the dependent variable (Ghozali, 2013).

The value used in this study is the Adjusted R² value because this value can increase or decrease when an independent variable is added to the tested model. The results of the coefficient of determination can be seen in Table 4.14.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.582 ^a	.339	.296	2.986

a. Predictors: (Constant), compensation, Organization Culture, Leadership Style
b. Dependent Variable: Organizational Citizenship Behaviour

Based on Table 4.13 above, it can be seen that the R² value is 0.339, which means that the independent variables consisting of leadership style, organizational culture, and compensation can explain the dependent variable, in this case organizational citizenship behavior, by 33.9%. The remainder is influenced by other variables not included in this study.

Hypothesis Test Results

1. Simultaneous Hypothesis Test (F-Test)

The simultaneous test (F-Test) is used to test the significance of the collective influence of the independent variables on the dependent variable. The test is carried out by comparing the F-count value with the F-table value at a significance level of 0.05 and a confidence level of 95%.

The test results can be seen in Table 4.14 below:

ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	210,158	3	70,053	7,856	,000 ^b
1	Residual	410,162	46	8,917		
	Total	620,320	49			

Tabel 4.14 Result of (F-Test)

a. Dependent Variable: Organizational Citizenship Behaviour

b. Predictors: (Constant), Compensation, Organization Culture, Leadership Style

1. Research Hypothesis:

Ha₁: Leadership style, organizational culture, and compensation have a significant effect on the Organizational Citizenship Behavior of SMKN Kalibaru employees.

Ho₁: Leadership style, organizational culture, and compensation do not have a significant effect on the Organizational Citizenship Behavior of SMKN Kalibaru employees.

Criteria for Research Hypothesis Testing:

If F-count > F-table, then Ho is rejected and Ha is accepted.

If F-count < F-table, then Ho is accepted and Ha is rejected.

Based on the results of the multiple regression analysis test in Table 4.14, an F-count value of 7.856 is obtained with a significance value (P-value) of 0.000 < 0.05. With a significance level of 95%, the F-table value for df 46 is 2.58. This value shows that F-count is greater than F-table, so Ha is accepted and Ho is rejected. This means that the variables of Leadership style, Organizational culture, and Compensation together influence the Organizational Citizenship Behavior of SMKN Kalibaru employees.

2. Partial Hypothesis Test (T-Test)

This test aims to determine the magnitude of the partial influence of the variables of Leadership style, Organizational culture, and Compensation on the Organizational Citizenship Behavior of SMKN Kalibaru employees. The hypothesis test is carried out by comparing the t-count value with the t-table. If the resulting t-count value is greater than the t-table, the hypothesis is accepted. Conversely, if the resulting t-count value is smaller than the t-table, the hypothesis is rejected. Meanwhile, the existence of a significant influence can be seen from the significance value. If the significance value is less than 0.05 (confidence level 5%), the independent variable has a significant effect on the dependent variable. The results of the multiple regression analysis test using the t-test can be seen in Table 4.15 below.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	13,038	5,225		2,495	,016
Leadership Style	,330	,109	,457	3,027	,004
Organization Culture	,407	,201	,261	2,024	,049
Compensation	,018	,164	,017	,107	,915

Tabel 4.15 Result of Partial Hypothesis Test

a. Dependent Variable: Organizational Citizenship Behaviour

Interpretation

a. Influence of Leadership Style Variable (X₁) on Organizational Citizenship Behavior (Y)

The first hypothesis states that the leadership style variable influences the organizational citizenship behavior of SMKN Kalibaru employees. Based on the test results through multiple linear regression analysis in Table 4.15, the t-count value for the leadership style variable is 3.027, while the t-table value for df 46 with a confidence level of 95% is 1.67. These results show

that the t-count value is greater than the t-table. Thus, the first hypothesis is accepted. The significance value obtained is 0.004, which is smaller than 0.05. This means that the leadership style variable influences the organizational citizenship behavior of SMKN Kalibaru employees. In other words, the better the leadership style, which is characterized by the employees' acceptance of the leadership style, the ability and integrity of a leader, the more it can increase the organizational citizenship behavior of SMKN Kalibaru employees. The magnitude of the influence of leadership style on organizational citizenship behavior is 0.457 or 45.7%.

- b. Influence of Organizational Culture Variable (X2) on Organizational Citizenship Behavior (Y)
The second hypothesis states that the organizational culture variable influences the organizational citizenship behavior of SMKN Kalibaru employees. Based on the test results through multiple linear regression analysis in Table 4.15, the t-count value for the organizational culture variable is 2.024, while the t-table value for df 46 with a confidence level of 95% is 1.67. These results show that the t-count value is greater than the t-table. The significance value obtained is 0.049, which is smaller than 0.05. Thus, the first hypothesis is accepted. This means that the organizational culture variable influences the organizational citizenship behavior of SMKN Kalibaru employees. In other words, the better the organizational culture built within the SMKN Kalibaru environment, the more it can increase the organizational citizenship behavior of SMKN Kalibaru employees. The magnitude of the influence of organizational culture on organizational citizenship behavior is 0.261 or 26.1%.
- c. Influence of Compensation Variable (X3) on Organizational Citizenship Behavior (Y)
The third hypothesis states that the compensation variable influences the organizational citizenship behavior of SMKN Kalibaru employees. Based on the test results through multiple linear regression analysis in Table 4.15, the t-count value for the compensation variable is 0.107, while the t-table value for df 46 with a confidence level of 95% is 1.67. These results show that the t-count value is smaller than the t-table. The significance value obtained is 0.915, which is greater than 0.05. Thus, the third hypothesis is rejected. This means that the compensation variable does not influence the organizational citizenship behavior of SMKN Kalibaru employees. In other words, whether or not there is an increase in compensation for SMKN Kalibaru employees does not increase the organizational citizenship behavior of SMKN Kalibaru employees.

4. Conclusion

Based on the results of the discussion outlined above, several conclusions can be drawn as follows: a) The variables of leadership style, organizational culture, and compensation together have an effect on the organizational citizenship behavior of SMKN Kalibaru employees, b) The leadership style variable influences the organizational citizenship behavior at SMKN Kalibaru. This means that the better the leadership style, which is characterized by the employees' acceptance of the leadership style, the ability and integrity of a leader, the more it can increase the organizational citizenship behavior of SMKN Kalibaru employees, c) The organizational culture variable influences the organizational citizenship behavior at SMKN Kalibaru. This means that the better the organizational culture built within the SMKN Kalibaru environment, the more it can increase the organizational citizenship behavior of SMKN Kalibaru employees, d) The compensation variable does not influence the organizational citizenship behavior of SMKN Kalibaru employees. This means that whether or not there is an increase in compensation for SMKN Kalibaru employees does not increase the organizational citizenship behavior of SMKN Kalibaru employees, e) Leadership style is the most dominant variable in influencing the organizational citizenship behavior of SMKN Kalibaru employees.

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