

# The Effect of Transformational Leadership, Religiosity, Job Satisfaction, and Organizational Culture on Organizational Citizenship Behavior and Employee Performance in the Regional Offices of National Institute of Public Administration, Republic of Indonesia

Mariman Darto<sup>1</sup>, Djoko Setyadi<sup>2</sup>, Sukisno S. Riadi<sup>3</sup>, Sugeng Hariyadi<sup>4</sup>

<sup>1</sup>Doctoral Student of Management Studies, Economics Faculty, Mulawarman University, Indonesia

<sup>2</sup>Professor of Management Studies, Economics Faculty, Mulawarman University, Indonesia

<sup>3</sup>Professor of Management Studies, Economics Faculty, Mulawarman University, Indonesia

<sup>4</sup>Senior Lecturer of Management Studies, Economics Faculty, Mulawarman University, Indonesia

## ABSTRACT

This research is intended to prove and analyze the effect of transformational leadership, religiosity, job satisfaction, and organizational culture variables on the employees' Organizational Citizenship Behavior (OCB) and performance in the Regional Offices of the National Institute of Public Administration (NIPA) in Indonesia. The population of this research is 198 employees from the four NIPA's regional offices. The number of respondent as the sample for the survey is 153 employees. An inferential and descriptive statistical tool using *SmartPLS* software is used to analyze data. The result of the research showed that transformational leadership and job satisfaction variables have no positive and significant influence on OCB. Religiosity variable, however, displayed positive and significant impact, while organizational culture variable showed significant impact on OCB respectively. Transformational leadership and job satisfaction variables showed no significant influence on the employee's performance, while religiosity and organizational culture variables displayed significant impact on the employee's performance. It is concluded that OCB has become the mediating and significant variable among the religiosity and organizational culture variables, which then significantly influences employee's performance.

**Keywords:** Transformational Leadership, Religiosity, Job Satisfaction, Organizational Culture, Organizational Citizenship Behavior, Employee Performance

## 1. INTRODUCTION

Public sector reforms known as *reformasi birokrasi* in the Indonesian National Institute of Public Administration (NIPA) has been implemented for quite a long time, and yet it only gained its significant momentum when the first openly recruited chief of the institution was announced to the public in 2012. With the new leader, NIPA transformed its product services, adopted new effective organizational structures, and implemented fresh working culture. These change initiatives, however, experienced internal resistance and, to certain extent, could not be evenly implemented within every layers of the institution, especially among the four Regional Offices of NIPA in Bandung of West Java, in Makassar of South Celebes, in Samarinda of East Borneo, and in Aceh of Aceh. It is obvious that the quality of the leaders in the four NIPA's regional offices will directly influence the success of the institutional reform efforts. Some intriguing problems of the leaders' inability to motivate and inspire their employees, to create healthy organizational culture, and to provide positive role model for the staff have been apparently hinders the reform successes. These behaviors resulted in the low level of employee's awareness, trust, morale and teamwork, which in turn, influence the performance of the organizations. In short, leadership style, organizational culture, and job satisfaction of the employees in the four NIPA's regional offices are believed to directly influence the overall performance of the organization.

Previous research from Zehir et al., (2012:214) shows that transformational leadership significantly influence the performance of the organization. It means that leadership style, which is deemed relevant with the organizational climate, will give significant impact on the performance of the employees and the overall organization. Leaders of the organizations should, then, constantly evaluate their leadership styles in order to solve day-to-day organizational problems. Another research from Shukui and Xiaomin (2007:378) proves that transformational leadership has significant influence on the organizational citizenship behavior (OCB) of the employees. It means that leadership behaviors adopted by the management, such as innovation, creativity, honesty, transparency, and role model will provide positive impact on the behavior of all employees. Transformational leadership is indicated by leaders' capability to change employee's awareness, to inspire staff, and to motivate them to

achieve high performance voluntarily beyond formal targets and standards without being coerced or forced by the leaders (Luthans, 2006:653).

Earlier studies also demonstrates that level of employee's religiosity significantly influences their performance. Studies by Zuckerman and Siberman (2013) from University of Rochester and Judith Hall of Northeastern University published in *Personality and Social Psychology Review* define religiosity as the belief of the supernatural being and internal awareness to conduct religious rituals obediently. Thus, religiosity can be measured by someone's frequency of visiting and conducting religious duties in church or mosques, or participating in religious organizations. In essence, level of employees' religiosity in NIPA is expected to improve their performance since the fundamental belief and motives of the religious people is to abdicate their daily activities as the manifestations of belief in God Almighty.

Gilbert et al., research (2010) on spirituality shows that spirituality in workplaces followed by organizational commitment, either affective, continue, or normative will impact on the organizational citizenship behavior (OCB). Employee with high level of religiosity will perform different working behavior from those with the low level ones. People with high level of religiosity generally demonstrate positive attitude such as responsible, tolerant, and committed to their jobs and coworkers. Study by Karakas (2010) also demonstrates that there are three perspectives of employees' spirituality in relation to organizational performance, namely, 1) improving employee's welfare and quality of life, 2) enhancing employee's goals and meaning in the workplace, and 3) motivating employees' participations among the community. This research introduces the potential benefit of spirituality in the workplace and resulted in the organizational performance.

Job satisfaction also influence the employee's performance. Study by Palagia, et al. (2010) concludes that job satisfaction partially and significantly influence performance. Jahangir (2004) study also confirms that job satisfaction has been found to have a positive relationship with job performance and OCB. Besides leadership, religiosity, job satisfaction variables, organizational performance is influenced by organizational culture. Ogbonna and Lloyd study (2000) demonstrate that competitive and innovative cultures have strong impact on organizational performance. Aluko research (2003) confirms that culture in manufacture industries influence employee's performance, while Jagannath research (2012) concludes that organizational culture adopted by the organization will influence the OCB.

These empirical studies indicate that transformational leadership, religiosity, job satisfaction, organizational culture have significant impact on OCB and employee's performance. However, several recent studies have shown different even contradicted results, such as Herningsih, et.al., study in the educational institutions in Papua (2013), which found that transformational leadership did not influence employee's performance. Lynda's research (2013) discovered that religiosity has no impact on performance, while Yunus et al (2014) research on the lecturers' performance in Universities also found no significant correlation between job satisfaction and performance. Several studies such as Crossman dan Zaki (2003), Sumarto dan Subroto (2011), Aripin, et al (2013), Sunadji, et al., (2013) confirm that there is no significant and absolute correlational impact among leadership style, organizational culture, and job satisfaction variables on the performance of the organizations.

This research aims at analyzing and elaborating the effect of the above variables on employee's OCB and performance in the Regional Offices of NIPA. Different and sometimes contradictory results from earlier studies about the relationships between employee's OCB and performance can be used as the firm basis and argument to conduct this research in Indonesian public organizations.

## **2. LITERATURE REVIEW**

### **2.1. Employee Performance**

According to Robbins (2001) cited from Asri (2010:98), performance can be defined as the amount of efforts conducted by the employee to complete his or her job. While Bernandin and Russell in Asri (2010:98) defines performance as written documents resulted from the completion of the tasks or job executed by the employee within certain time frame. Mathis and Jackson (2006:378) further define performance as the what employees do or not to do. Hariandja (2005:52) explains that performance is the job output achieved by employee or a group of employee in an organization either public or private, formal or informal, which are influenced by several factors both internal and external. Baron and Greenberg (1990) cited from Armanu (2005:69) states that employee performance is synonymous with job performance, work outcomes, task performance.

In Indonesian context, employee performance evaluation has been regulated by Government Regulation No. 46 Year 2011 and Regulation of BKN No. 1 year 2013. In this regulation, employee's performance is evaluated using two dimensions job targets and job behaviour. Job targets deal with annual work plans which is targeted to be completed by one employee. The job targets consist of work quantity, quality, duration and cost. Job behavior deals with the attitudes of the employee while completing his or her tasks. This behavior consists of variables

such as service orientation, integrity, commitment, discipline, teamwork, and leadership. The evaluation processes is conducted systematically from the staff level up to the chief of the organizations.

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

Aldag and Reschke (1997:4), define OCB as “individual contributions in the workplace that go beyond role requirements and contractually rewarded job achievements. This would include such behaviors as helping others, volunteering for extra-job activities, and upholding workplace rules and procedures regardless of personal inconvenience. These behaviors represent “employee value added” which is not reflected in traditional, narrower performance measures. Also known as “good citizenship behavior” and “good soldier syndrome,” organizational citizenship behavior is one form of prosocial behavior (that is, social behavior that is positive, constructive, and helpful).

Whereas, Organ cited in Farhan and Niaz (2012:1447), states that OCB is “Individual behavior that is not explicitly or indirectly recognized by the formal reward system and that behavior play a vital role in the effective functioning of the organization”. Furthermore, Organ cited in Dyne and Soon (1998:694), explain that OCB “emphasized the discretionary nature of organizational citizenship when he defined it as constructive behavior not included in an employee's formal job description, such as assisting co-workers with their work, helping peers learn a new task, volunteering to do things that benefit their work groups, and orienting new workers”.

It is concluded that OCB dimensions according to Organ (1988) cited from Allison, et al., (2001:3), consist of five primary dimensions, namely: 1. Altruism refers to non-compulsory behavior directed toward helping a fellow employee with tasks that are germane to organizational operations; 2. Civic virtue represents voluntary participation in and support of organizational functions- of both a professional and social nature; 3. Conscientiousness consists of the performance of role requirements beyond their minimum standard; 4. Courtesy is the discretionary enactment of behaviors that mitigate work- related problems with others; 5. Sportsmanship involves abstaining from making an issue out of matters that, while bothersome or irritating, are of little consequence in the broader scheme of things.

## **2.3. Transformational Leadership**

Bass (1985) cited in Rachmany (2006:36) proposed a theory of transformational leadership, based on the earlier transformational leadership theory from Burns (1978). The proponents of transformational leadership believe that transformative leaders create trust, loyalty, admiration, and respect among the followers, and between followers and leaders, so that they are willing voluntarily to achieve targets, goals and visions of the organization. Robbins dan Judge (2009:90) confirm that transformational leaders are the ones who are able to inspire their followers to change their life and aspire for the greater goals and visions. In Luthans's definition (2006:653), transformative leaders are able to change their followers' awareness, enhance their spirit, and motivate them to do their best to achieve organizational goals, not because they are forced to, but they are willing to. According to Bass cited from Robbin dan Judge (2009:85), there are three characteristics of transformative leaders, namely: 1) to raise followers' awareness about the importance of process and efforts; 2). To motivate followers to prioritize groups' interests more than individual ones; and 3). To shift followers' needs beyond material things to the higher levels such as self-esteem and actualization.

In other words, Burns (1978:19-20) cited in Maulana (2012:64) state that transformative leaders are the ones who are inducing followers to act for certain goals that represent the values and the motivation-the wants and needs, the aspirations and expectations – of both leaders and followers”. They are able to change followers' awareness and instill normative values, ideals, to achieve higher morality, such as equality, liberty, justice, humanitarianism, and peace. According to Bass (1985) in Maulana (2012:65), there are three kinds of leadership: laissez-faire, transactional, and transformational. Transformational leadership consists of four dimensions: charisma, individual consideration, inspiration, dan intellectual stimulation.

## **2.4. Religiosity**

Dister (1999:10) defines religiosity as the individual awareness of knowledge, and willingness to accept the teachings of his belief, and it becomes personal belief, internal faith, which are realized in the daily activities. Thoules (2000:20) define religiosity as the belief and faith to the sacred gods which are worshiped as the differentiating characteristics as the advita in Hindu religion. Religiosity realized in the response, observation, thinking, feelings, and obedience to the sacred ones. Skinner cited in Ancok, et.al (2005:73) explain religiosity as the expressions of human beings to follow and obey the sacred ones as observed in the daily activities.

In general, Glok and Stark (1965) cited in Abdullah (2005:93), states that there are five aspects of religiosity, namely: 1). Religious belief (the ideological dimension); 2). Religious practice (the ritual dimension); 3). Religious feeling (the experiential dimension); and 4). Religious knowledge (the intellectual dimension); and finally 5). Religious effect (the consequential dimension).

## 2.5. Job Satisfaction

Colquitt et al., (2009:105) defines job satisfaction as “a pleasurable emotional state resulting from the appraisal of one’s job and what you think about your job”. George and Jones (2005:75) define job satisfaction as the collection of feelings and beliefs that people have about their current jobs”. Kreitner and Kinicki, (2008:170) explain that job satisfaction is an affective or emotional response toward various facets of one’s job”. Newstrom and Davis (2002:105) define job satisfaction as a set of favourable of unfavourable feeling and emotions with which employees view their work” In Luthans (2002:230) definition, job satisfaction is a results of employee perception of how well their job provides these things which are viewed as important”. According to Gibson, et al., (2008:75), job satisfaction is an attitude that workers have about their job, which result from their perception of the job”. Wexley and Yulk (2005:130) states that job satisfaction is the way an employee feels about his/her job”. In Schermerhorn view (2010:72), job satisfaction is the degree to which individuals feel positively or negatively about their jobs”.

Luthans(2002:230-231), states that there are five job dimensions that represent the most important characteristics of a job about which people have affective responses there are work itself, pay, promotion opportunities, supervision, co-workers. The five dimensions can be explained as follows: 1)the work itself. The extent to which the job provides the individual with interesting tasks, opportunities for learning, and the change to accept responsibility; 2). Pay. The amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-a-vis that of other in the organization; 3). Promotion opportunities. The chances for advancement in the organization; 4).Supervision. The abilities of the supervisor to provide technical assistance and behavior support; 5). Co-workers. The degree to which fellow workers are technically proficient and social supportive.

## 2.6. Organizational Culture

Schein (1985:9)in Luthans (2002:122)provides a comprehensive definition of organizational culture as:“...A pattern of shared basic assumptions that the group learned as it solves its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught a new members as the correct way to perceive, think, and feel in relation to those problems”. Colquitt (2009:546)state that,“organization culture as the shared social knowledge within an organization regarding the rules, norms and values that shape the attitudes and behavior of its employees”. Slocum (2009:458)confirm that“organizational culture reflects the shared and learned values, beliefs, and attitudes of its member”. In Robbins and Judge’s definition (2009:585), “Organization culture refers to a system of shared meaning held by members that distinguishes the organization from other organization”. According to Robbins and Coulter (2009:63), there are seven main characteristics of organizational culture, namely: 1. Innovation to take risk; 2. Attention to details, in which staff are expected to pay attention to details and analyze details in their jobs; 3. Output orientation; 4. People orientations; 5. Team orientation ; 6. Aggressiveness; and 7.Stability.

## 3. RESEARCH HYPOTHESES

### 3.1. Relationship between transformational leadership and OCB variables

Lee and Low’s research (2012), entitled“Leadership Styles and Organizational Citizenship Behavior:The Mediating Effect of Subordinates’ Competence and Downward Influence Tactics”,tried to confirm theoretical model to predict relationships among leadership style, subordinate competencies, tactical influence, and OCB variables in Malaysian organizations. Data was collected from 347 respondents, from several industries such as service, manufacture, mining, and constructions. Path analysis is used to analyze data. The result found that transformational leadership significantly influence OCB. Other study from Shukui and Xiaomin (2007) entitled, “The Impact of Transformational Leadership on Organizational Citizenship Behavior and Organizational Commitment: A Meta Analytical Explanation”, found similar result with the previous one.Ersoy’s study (2010) also confirmed that transformational leadership significantly influence OCB. This study was a doctoral dissertation conducted in Turkey and Netherland. Other studies from Givens (2008), Vondey (2010), dan Lee *et al.*, (2013) confirm significant influence between transformational leadership and OCB. Thus, the hypothesis of this research is:

**H1 : Transformational Leadership has influence on Organizational Citizenship Behavior (OCB) employee in the regional offices of National Institute of Public Administration (NIPA) in Indonesia.**

### 3.2. Relationship between religiosity and OCB variables

A study conducted by Gilbert, et al., (2010) entitled“ Spirituality at Work and Organizational Citizenship Behavior: A Replication study in Taiwan” analyze the relationship between religiosity and OCB in Taiwan and Singapore companies. He found out that religiosity significantly influence OCB. Other studies from Abbas dan Azim (2012), also found similar finding. Thus, the hypothesis of this research is :

**H2 : Religiosity has influence on Organizational Citizenship Behavior(OCB)employee in the regional officesof National Institute of Public Administration (NIPA) in Indonesia.**

**3.3. Relationship between job satisfaction and OCB variables**

Earlier study from Ozturk (2010) confirmed the influence of Job character, Job satisfaction and commitment on OCB. This research showed that job satisfaction is positively associated with organizational citizenship behavior. Similar findings come from study by Jahangir (2004), in which job satisfaction positively influence OCB. The hypothesis is:

**H3 : Job satisfaction has influence on Organizational Citizenship Behavior(OCB)employee in the regional offices of National Institute of Public Administration (NIPA) in Indonesia.**

**3.4. Relationship between organizational culture and OCB variables**

A study conducted by Jagannath dan Bhabani (2012) entitled “Influence of Organizational Culture on Organizational Citizenship Behavior:A Three-Sector Study”, tried to find out the influence of organizational culture on OCB in three industrial sectors, manufacture, information and technology, and banking. The result found that there is significant influence of organizational culture on OCB in these three sectors. Another similar findings com from studies such as Johnson (2008), entitled, the organizational culture had a significant positive relationship to the employees' self-ratings of OCB, and also from Sashkin (2003), in which the findings strongly supported the relationship of organizational culture and OCB, via coordinated teamwork. Thus, the hypothesis is:

**H4 : Organizational has influence on Organizational Citizenship Behavior(OCB)in the regional officesof National Institute of Public Administration (NIPA) in Indonesia.**

**3.5. Relationship between transformational leadership and employee performance variables**

A study from Zehir *et al.*, (2012) entitled, “The Effect of Leadership and Supervisory Commitment to Organizational Performance”, tried to find out the relationship of commitment with transformational leadership and employee performance. This study is conducted with 1.019 respondents from Turkey companies. The result showed that transformational leadership positively associated with organizational performance, with mediating or without mediating variables. Another research also found similar findings, such as study from Ozaralli (2003:335), Sparks *and* Schenk (2001:849), Hancott (2005), dan Givens (2008:4). Thus, the hypothesis is:

**H5 : Transformational leadership has influence on employee performance in the regional officesof National Institute of Public Administration (NIPA) in Indonesia.**

**3.6. Relationship between religiosity and employee performance variables**

A study by Karakas (2010)which analyzes the influence of workplace spirituality in improving employee's performance and organizational effectiveness. Three perspectives of employee's in supporting performance are: 1). Spirituality can improve employee's welfare and quality of life; 2). Spirituality motivate employee to find goals and meanings in the workplace, 3) spirituality motivate employee to find meaningful participation in the community. This research confirms that workplace spirituality brings about positive impact on the organizational performance. Thus, the hypothesis of the research is:

**H6 : Religiosity has influence on employee performance in the regional offices of National Institute of Public Administration (NIPA) in Indonesia.**

**3.7. Relationship between job satisfaction and employee performance variables**

Palagia *et al.*,(2010) tried to analyze the influence of remuneration, motivation, and job satisfaction on the employee performance in Tax Office of Makassar City.The number of population is 449 respondents, and the sample is 112 respondents. Populasi dalam penelitian ini adalah seluruh pegawai pajak di Kota Makassar sebanyak 449. Jumlah sampel sebanyak The result showed that remuneration as well as motivation and job satisfaction have partial impact, but significantly and positively influence the performance. Thus, the hypothesis is

**H7 : Job satisfaction has influence on employee performance in the regional officesof National Institute of Public Administration (NIPA) in Indonesia.**

**3.8. Relationship between organizational culture and employee performance variables**

Research by Ogbonna and Lloyd (2000)tried to empirically examine the relationship of leadership style on organizational performance through organizational culture as mediating variable. The result found that organizational culture consisting of competitive and innovative culture significantly influence organizational performance. Thus, the hypothesis is:

**H8 : Organizational culture has influence on employee performance in the regional offices of National Institute of Public Administration (NIPA) in Indonesia.**

### 3.9. Relationship between OCB and employee performance variables

Research conducted by Michael (2011) entitled, “Including Organizational Citizenship Behavior in Performance Evaluations: An Investigation of Employee Reactions”, to 107 business people found that respondents with high and low performance were both influenced by OCB. Thus, the hypothesis is:

**H9 : Organizational Citizenship Behavior(OCB)has significant influence on employee performance in the regional offices of National Institute of Public Administration (NIPA) in Indonesia.**

## 4. RESEARCH CONCEPTUAL FRAMEWORK

To prove the hypothesis and analyzed data from the study, the research conceptual framework composed as follows (Figure 1)

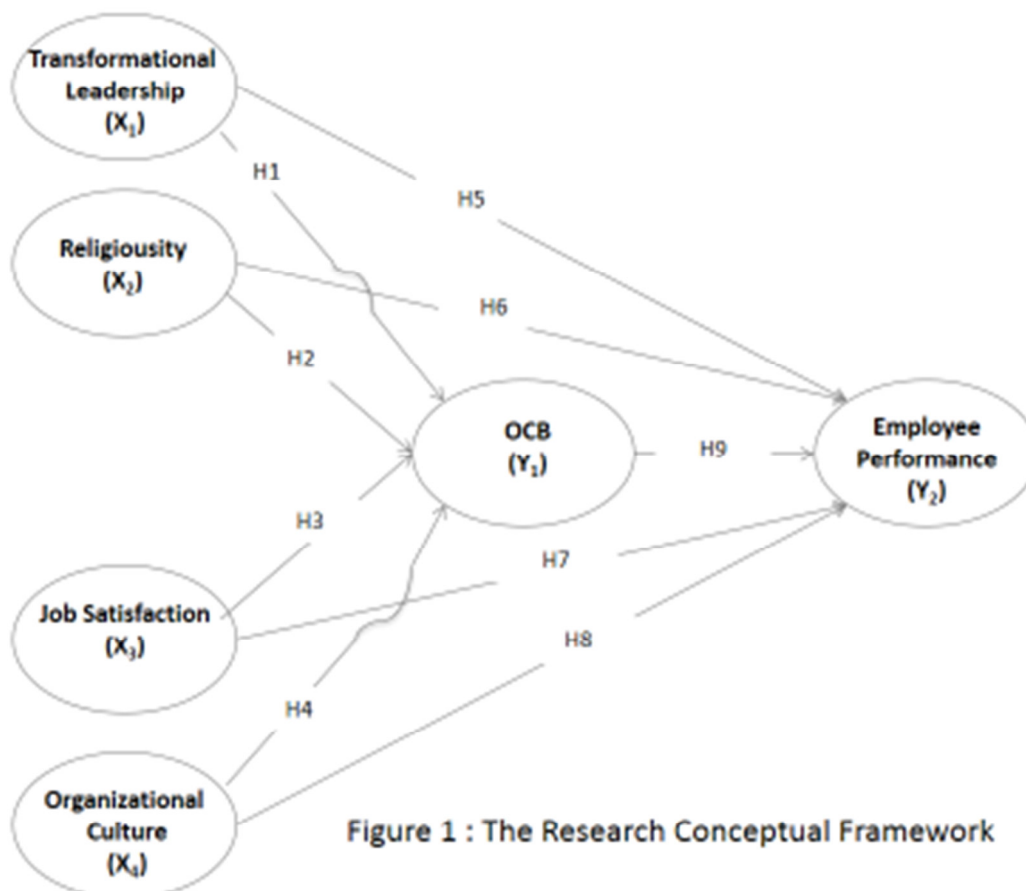


Figure 1 : The Research Conceptual Framework

## 5. RESEARCH DESIGN AND METHODS

This research employs a quantitative and descriptive research design, using a survey data collection technique. The number of the population of this research is 198 respondents, from all employees of NIPA's regional offices in Bandung, Makassar, Samarinda and Aceh. This research used a saturated sample technique, since the number of the respondents is relatively small (only 198 respondents). The researcher, then, distributed the questionnaires to all respondents in each NIPA's regional offices. From 198 distributed questionnaires, the researcher only received 159 questionnaires (80.3%). After reviewing and checking, there are 6 questionnaires that are not fully filled and completed. Therefore, only 153 questionnaires used for data analysis. The technique of data analysis is a descriptive and inferential statistics technique, using SmartPLS software.

## 6. DATA ANALYSIS, RESULTS AND DISCUSSION

Goodness of fit model PLS is measured by the value of Q-square predictive relevance, to determine the goodness of the value produced by the model and its parametric estimations. Goodness of fit evaluation employs predictive-relevance values ( $Q^2$ ). The value of  $R^2$  in each endogenous variable as follows:

**Table1 : R-Square Value**

| Endogen Variable     | R <sup>2</sup> |
|----------------------|----------------|
| OCB                  | 0,592          |
| Employee performance | 0,736          |

Source: Data analysis with PLS, 2014

Based on the Table1, the calculation of the equation to determine Q-square predictive relevance, is as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2) (1 - R_2^2) \\
 &= 1 - (1 - 0,592) (1 - 0,736) \\
 &= 0,892
 \end{aligned}$$

The calculation result shows the value of predictive relevance of 0,892 or 89,2%, so that the model is already feasible to have relevant predictive value. Predictive relevance value of 89,2% indicates that data variety that can be explained with the model is of 89,2 %, which means it contains the information in that amount. While, the rest amount of 10,8% can be explained with other variables (not included in the model) and error. It means that the model created by SmartPLS is good enough, since it can explain the amount of 89,2% from the whole information, so it is worthy enough to be interpreted.

The inner model or structural model examination is conducted to observe the relationship among constructs from the research model. The basic assumption to examine the hypothesis is the value of the result for inner weight output. Table2 provides estimation output to examine a structural model.

**Table2 :Result For Inner Weights**

| Construct                            | Path Coefficient | Standard Deviation | t Statistics | p value | Remarks         |
|--------------------------------------|------------------|--------------------|--------------|---------|-----------------|
| Leadership -> OCB                    | -0,097           | 0,108              | 0,902        | 0,368   | Not significant |
| Religiosity -> OCB                   | 0,480            | 0,113              | 4,246        | 0,000   | Significant     |
| Satisfaction -> OCB                  | -0,074           | 0,123              | 0,603        | 0,547   | Not significant |
| Organizational Culture -> OCB        | 0,551            | 0,110              | 5,019        | 0,000   | Significant     |
| Leadership ->Performance             | 0,035            | 0,081              | 0,433        | 0,665   | Not significant |
| Religiosity ->Performance            | 0,188            | 0,070              | 2,685        | 0,008   | Significant     |
| Job Satisfaction ->Performance       | -0,017           | 0,098              | 0,171        | 0,864   | Not significant |
| Organizational Culture ->Performance | 0,191            | 0,111              | 1,732        | 0,084   | Not significant |
| OCB ->Performance                    | 0,573            | 0,085              | 6,749        | 0,000   | Significant     |

Source: Data analysis with PLS, 2014

**a. Hypotheses 1 : Transformational Leadership has influence on Organizational Citizenship Behavior (OCB) employee in the regional offices of National Institute of Public Administration (NIPA) in Indonesia.**

The result of data analysis shows that transformational leadership does not significantly influence employee's OCB. This finding is contradictory with empirical and theoretical findings of the earlier research. As mentioned earlier, previous studies from Lee and Low (2012), Ersoy (2010), Givens (2008), Vondey (2010), dan Lee et al., (2013) confirm that transformational leadership significantly influence employee's OCB.

This contradictory research finding can be explained by looking closely on the characteristics of the different research object and respondents. As stated before, the process of disseminating transformational efforts within NIPA institution is relatively conducted in a short time (started in June 2012 until beginning of 2015). With the structural, human resources as well as cultural changes, NIPA institution barely did not have enough time to adopt and adapt to the transformational efforts initiated by the then new chief of NIPA, let alone the NIPA's regional offices which have limitations in terms of geographical location, time and internal resources. The limitations can be interpreted as the lack of disseminations, coordination, and socialization among the employees of NIPA's regional offices.

From the respondents' characteristics point of view, most of them are functional employees (not managerial ones), which were not in tune with the daily processes of transformation in NIPA. This characteristics will in turn create, to certain extent, resistance feelings among the respondents which did not fully understand, and even were not convinced by the needs of transformational efforts conducted by the new leader. As Yukl (2007)

explains, resistance is a necessary and natural obstacle in every change processes. The causes of resistance come from the threatened feelings, loss of economic opportunities, as well as loss of managerial positions of certain respondents.

**b. Hypotheses 2 : Religiosity has influence on Organizational Citizenship Behavior(OCB)employee in the regional offices of National Institute of Public Administration (NIPA) in Indonesia.**

Data analysis reveals that religiosity significantly influence employee's OCB in NIPA's regional offices. This finding confirm previous research from Gilbert, *et al.*, (2010), and Abbas dan Azim (2012). This finding can be explained by the fact that most of the respondents of the research actively involve in and engaged with daily religious activities. In Indonesian communities, religion is considered one of the most important life aspects and it is common that religious activities are integrated with the formal working hours of the organizational activities. This condition leads the employees to be devoted followers of the religions. For Muslims, they are expected to regularly conduct five time daily prayers, fasting, and attend religious sermons and teachings regularly. For Christians and other religions, they are expected to actively involve in church's or other religious activities.

**c. Hypotheses 3 : Job satisfaction has influence on Organizational Citizenship Behavior(OCB)employee in the regional offices of National Institute of Public Administration (NIPA) in Indonesia.**

Data analysis unveils that job satisfaction does not significantly influence employee's OCB in NIPA's regional offices. This finding is contradictory with the previous research ones from Organ (1977) in Ozturk (2010), and Jahangir (2004). This different finding can be explained with the fact that NIPA's regional offices are public institutions which are obliged to provide public services. This condition is different with the object of the previous research, which are generally conducted in private companies which are expected to yield profits.

Different organizational characteristic lead the employees to have different orientations in the daily activities. Private companies employees commonly have one main mission in their job, that is to get benefit as much as possible, as the main target. This condition is different from the context of NIPA's regional offices, where all employees are civil servants who are paid by the governments to provide public services. The amount of salary received by the NIPA employees is relatively much lower than in the private companies, so it is considered one of the main reason for the low level of job satisfaction. As Robbins (2003:78) put it, job satisfaction deals with the employee's perception on actual and ideal rewards they should get monthly or annually compared with the workload they have to do to achieve job target. The higher the gap between the actual and ideal rewards, then the lower the job satisfaction of the employees.

**d. Hypotheses 4 : Organizational has influence on Organizational Citizenship Behavior(OCB) in the regional offices of National Institute of Public Administration (NIPA) in Indonesia.**

The analysis shows that organizational culture significantly influence employee's OCB in NIPA's regional offices. It means that the deeper the employee's understanding of the organizational culture, the higher the OCB practices is. Descriptive analysis reveals that respondents perception of organizational culture is important, while the respondent perception of the reality is moderate. It means that respondents see culture as very essential in building effective organization, while in practice, this culture is moderately implemented by the members of the organization.

Descriptive analysis of OCB shows that respondents consider OCB in NIPA's regional offices is good enough. In of the main factors is the statement that employees like to help each others when completing the tasks. This finding confirm similar finding from Organ (1998), that manifestations of the OCB in organization is the fact that employee is social beings, and they willingly help each other without asking for benefit in return (altruism). When employees with this OCB characters are stronger, then they are able to control their attitude and behavior for the sake of organizational benefit. This capacity will in turn create inherently high emotional intelligence among the employees, which is expected to drive the success of organization. The relationships of OCB and organizational culture is inherently linked, where culture function as the foundation of the beliefs, and values, where all employees' actions are manifested and realized in OCB practices (Schermerhorn, 1994).

This finding also confirms Jagannath and Bhabani's research (2012:70), where the analysis shows there was a significant correlation between all the variables (organizational culture: belief and norms, individual autonomy, individual responsibility, conflict tolerance, structure, risk tolerance, and support. organizational citizenship behavior: altruism, conscientiousness, sportsmanship, courtesy and civic virtue). It means that organizational culture influence the formation of employee's OCB. Johnson (2008), confirm that the organizational culture had a significant positive relationship to the employees' self-ratings of OCB. Sashkin (2003), findings strongly supported the relationship of organizational culture and OCB, via coordinated teamwork.



**e. Hypotheses 5 :Transformational leadership has influence on employee performance in the regional officesof National Institute of Public Administration (NIPA) in Indonesia.**

Data analysis in this research found that transformational leadership does not significantly influence employee's performance in NIPA's regional offices. This finding is contradictory with previous research results from Zehir, *et al.*,(2012), Ozaralli (2003:335), Sparks *and* Schenk (2001:849), Hancott (2005), Givens (2008:4). As mentioned earlier, the transformation process in NIPA as the main indicator for transformational leadership variable only took place for quite short time. The transformation in NIPA started with the changes of organizational structures, the appointment of the new leaders, and then the changes of the working system and culture. The respondents of this research perceived that the performance of the employees in NIPA's regional offices was not influenced by the above changes, since the processes took place for a quite short time. This finding has given useful feedback for leaders who try to initiate changes, in which the process needs constant socialization and dissemination efforts, so that every member of organization fully understand the need for such changes, and in turn will support the processes. The different finding is also caused by the different context of public and private organization, where NIPA's regional offices are public institutions.

**f. Hypotheses 6 : Religiosity has influence on employee performance in the regional officesof National Institute of Public Administration (NIPA) in Indonesia.**

The research finding confirmed that religiosity significantly influences employee's performance in NIPA's regional offices. It can be interpreted that the higher the religious practices, the higher the employee's performance. The result of descriptive analysis shows that the respondents perceived religiosity as important, and the reality of religious practices is already good. The strongest aspect to form religiosity among employees is the meaning of the religions to direct their goals of work and life. The respondents' perception on the current performance of employees is also high, meaning that they considered that in reality, their performance is quite high.

A study that confirm this finding is from Glok *and* Stark (1965), which explains that there five aspects of religiosity that influence performance, namely:

Firstly, religious belief (the ideological dimension). This aspect is the foundation of every religions, where the followers accept wholeheartedly dogmatic doctrines such as the belief of the existence of God, His angels, Heaven and Hell, etc. Although every religions has different set of belief, it is commonly accepted that the belief to the unseen world as the main aspect of faith, and this doctrine requires every followers ultimate obedience to the sacred words of God. The message from this aspect is that, every religious people are the ones who willingly obey the rules and regulations, which are deemed to provide order and peace in their daily life.

Secondly, religious practice (the ritual dimension), which drives their followers to conduct their obligations of the religious practices and rituals. This aspect shows commitment of the followers to the faith and belief they are engaged to. The manifestations of this aspect can be observed in the daily rituals of the followers.

Thirdly, religious feeling (the experiential dimension), which deals with the experience dimension of the religion. This aspect provide the followers with the feelings, emotions of being closed and peaceful with God. Thus, there is feeling of closeness and intimacy with God, of being grateful, of being blessed and saved by God's mercy. This create positive emotions among the followers.

Fourthly, religious knowledge (the intellectual dimension). It is called the knowledge dimension of the religion. Every followers of the religion is required to know the basic principles and teaching of his or her religion. In Islam, every Muslim is obliged to seek knowledge of Islam, started with the simple and easy ones, up to the complex and advanced knowledge of Islam. *Finally, religious effect (the consequential dimension)*, which means that every religious person will have social attitude and behavior based on the teaching of his or her religion.

This research finding also supported finding from Karakas, (2010:89), which indicates that three different perspectives are introduced on how spirituality benefits employees and supports organizational performance based on the extant literature: a) Spirituality enhances employee well-being and quality of life; b) Spirituality provides employees a sense of purpose and meaning at work; c) Spirituality provides employees a sense of interconnectedness and community. The paper introduces potential benefits and caveats of bringing spirituality into the workplace; providing recommendations and suggestions for practitioners to incorporate spirituality positively in organizations. Other research from Abbas dan Azim (2012), which confirm the factors analysis and the findings show that workplace spirituality has a significant positive influence on both of organizational citizenship behavior and job performance. It is concluded that in NIPA's regional offices, religiosity significantly influence employee's performance. Religious practices currently implemented and integrated with the formal working hours can, to certain extent, positively enhance employee's motivation to work better and harder to achieve their targets.

**g. Hypotheses 7 : Job satisfaction has influence on employee performance in the regional offices of National Institute of Public Administration (NIPA) in Indonesia.**

The result of the analysis found that there is no significant influence of job satisfaction on the employee's performance. This finding is contradictory with the finding from Palagia, et.al(2010:1), Jahangir (2004:80), in which job satisfaction indeed influence positively people's performance. Palagia, et.al(2010:1), found that the level of remuneration, motivation, and job satisfaction partially influence employee's performance. Jahangir's finding (2004:80) also confirms that *job satisfaction has been found to have a positive relationship with job performance and OCB*. This research argues that different characteristics of the respondents are the main reason of having different research findings. Earlier research was conducted with the private sector respondents, while the current research was conducted in public sector ones.

**h. Hypotheses 8 : Organizational culture has influence on employee performance in the regional offices of National Institute of Public Administration (NIPA) in Indonesia.**

The data analysis found that organizational culture indeed influences employee's performance in NIPA's regional offices. This finding is similar with the findings from previous research from Moeljono (2005), and Alok (2003:164). **One of the important aspect of transformational process in NIPA is the cultural changes. Old values and practices that hinders organizational performance are transformed into new values of NIPA. The new chief of NIPA called this process as breaking the habit: stop old bad habits and start new ones.**

This transformation is implemented with two important stages: finding new core values, and applying those values in the daily organizational activities. The first stage is carried out by holding national workshop on "transforming organizational culture", on 15-16 January 2014 in NIPA regional office in Bandung. This workshop was attended by senior leaders and managers of NIPA both from central and regional offices. This workshop was believed to result in gaining wider and open participation, providing group dynamics, intensify the discussion and consultation processes among the participants, and hopefully get better results. This workshop processes resulted in the formulation of five core values of NIPA organizational culture, that is, integrity, professional, innovative and care values. The second stage is to disseminate and inform all members of NIPA to apply these core values to the organizational programs.

The transformation process of culture in NIPA will certainly take long time. However, the role of culture in organization is very crucial in influencing daily life of the institution. Survey conducted by Aguirre, Post and Alpern (2013) shows that culture really determine business performance.

**i. Hypotheses 9 : Organizational Citizenship Behavior(OCB) has significant influence on employee performance in the regional offices of National Institute of Public Administration (NIPA) in Indonesia.**

The data analysis shows that employee's OCB significantly influence performance in NIPA's regional offices. It means that the higher the OCB, the higher the performance of employee is. Based on the descriptive analysis, it is found that OCB variable is perceived important by the respondents, and the current OCB is also perceived good by the respondents. The main factors of OCB which are considered good and important by the participants are helping each other and teamwork. The current practice is considered good (mean score of 4,24). The respondents also view the current performance of employees in NIPA is quite high. The main factors of performance are the willingness to work hard and be responsible for their work.

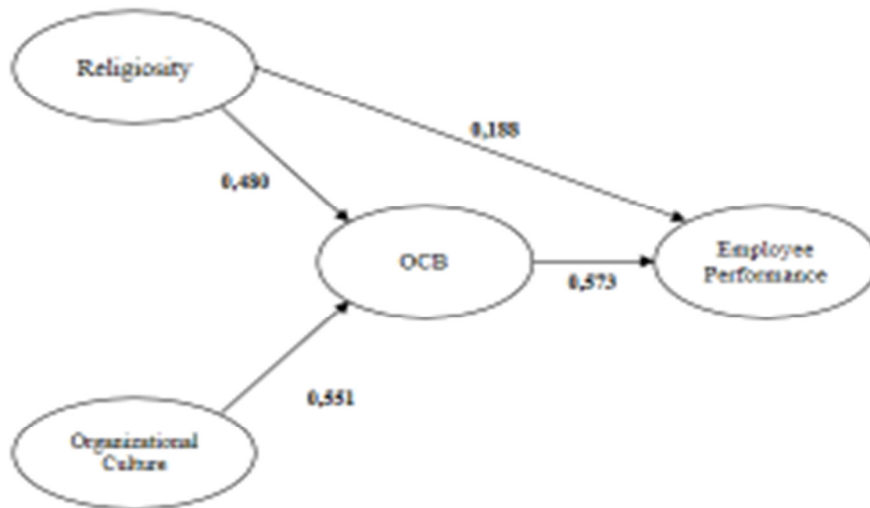
This finding supports the theory from Robbins and Judge (2009) which confirm that organization with high OCB usually has very high performance. According to Ahdiyana (2009:25), employees with high OCB display positive attitude and behavior towards their job and organizations so that they also perform positive work results. It means that employees with OCB will bring their organizations to the higher level of performance.

This finding also support Michael's finding(2011), in which citizenship behaviors have been shown to be as influential as task activities in how managers evaluate employees' performance and are considered to be an important element in the job performance domain While both citizenship behavior and performance evaluations are important in organizational settings, little research has examined possible impacts of including OCB in formal performance evaluations. This study looked at how various weights assigned to OCB may influence employee reactions and how these reactions are contingent on their levels of task performance.

Another confirmation from Bonaparte's research (2008), which explains that OCB for altruism were positively related to OC affective more than any other dependent and independent variables used within the study. Implications for management is to utilize the effectiveness of committed employees to the organization while viewing other areas as a place to allocate additional resources to help those employees who are less committed and consider this as a opportunity for organizational improvement. Martinez's research (2013) concludes that in organizational psychology literature, organizational citizenship behaviors (OCB) have demonstrated a significant relationship with performance outcomes. Abbas dan Azim's research (2012), also concludes that organizational

citizenship behavior has a significant positive influence on employees' job performance. Aslam and Afzal's study (2010), to find out the relationship between OCB and organizational performance in Pakistan. The result shows that aspect of OCB such as Civic Virtue, Altruism, dan Conscientiousness does have significant influence on performance.

Based on the above explanation and discussion, it is concluded that *organizational citizenship behaviors (OCB)* has strong and significant influence on the employee performance in NIPA's regional offices. To determine the relationships among all variables of this study, Figure 2 displays the trimming model, resulted from the data analysis from the research as follows:



**Figure 2 : The Proposed Model From The Research**

The result of the analysis using trimming model shows that transformational leadership and job satisfaction variables do not have influence, either directly or indirectly, on the employee's performance. With this trimming model, the research variables that do not have significant values will be removed from the model. Therefore, only exogenous variables are remained, i.e. religiosity and organizational culture variables, which have significant influence on employee's performance in NIPA's regional offices.

The following table explains the influence of the exogenous variables on the employee performance in NIPA's regional offices.

**Table 3. Direct and Indirect Effect of Religiosity and Culture variables on Performance**

| Exogenous Variables                            | Effect |               | Total Effect |
|--|--------|---------------|--------------|
|  | Direct | Indirect (Y1) |              |
| Religiosity -->Employee Performance            | 0,188  | 0,275         | 0,463        |
| Organizational Culture -->Employee Performance | -      | 0,316         | 0,316        |
| OCB -->Employee Performance                    |        | 0,573         | 0,573        |

Source: Data analysis with PLS, 2014

The above table shows that religiosity variable gives the greatest impact on employee performance, compared with that of the organizational culture variable. In addition, the impact of religiosity variable on employee's performance, not only give direct impact, but also indirect one. On the other hand, organizational culture variable only give indirect impact on the employee's performance. This research concludes that employee's religiosity is very important in enhancing employee's OCB, and, in turn, improving employee's performance in NIPA's regional offices.

## 7. CONCLUSIONS

Based on the previous data analysis and discussion, the conclusions of this research are as follows:

1. Transformational leadership significantly influences on the Organizational Citizenship Behaviors (OCB) of employee's in the Regional Offices of the National Institute of Public Administration (NIPA) Indonesia.

2. Religiosity significantly influences Organizational Citizenship Behaviors (OCB) of employee's in the Regional Offices of the National Institute of Public Administration (NIPA) Indonesia.
3. Job satisfaction has no significant influence on Organizational Citizenship Behaviors (OCB) of employee's in the Regional Offices of the National Institute of Public Administration (NIPA) Indonesia.
4. Organizational culture significantly influences Organizational Citizenship Behaviors (OCB) of employee's in the Regional Offices of the National Institute of Public Administration (NIPA) Indonesia.
5. Transformational leadership has no significant influence on the employee's performance in NIPA's regional offices.
6. Religiosity significantly influences performance of employee's in the Regional Offices of the National Institute of Public Administration (NIPA) Indonesia.
7. Job satisfaction has no significant influence on employee's performance in the Regional Offices of the National Institute of Public Administration (NIPA) Indonesia.
8. Organizational culture has significant influence on the employee's performance in the Regional Offices of the National Institute of Public Administration (NIPA) Indonesia.
9. Organizational Citizenship Behaviors (OCB) significantly influences performance of employee's in the Regional Offices of the National Institute of Public Administration (NIPA) Indonesia.
10. Organizational Citizenship Behaviors (OCB) becomes a mediating and significant variable among religiosity and organizational culture variables, which were significantly influences the employee's performance in the Regional Offices of the National Institute of Public Administration (NIPA) Indonesia.

## REFERENCES

- Abbas, A.R and Azim, Z. 2012. The Link Between Workplace Spirituality, Organizational Citizenship Behavior And Job Performance In Iran. *A Journal of Economics and Management*. Vol.1 Issue 6, September 2012, ISSN 2278-0629. pp. 51-67
- Adiningrum, Yesiana; Dwiwana; dan Lestari, Trianingsih Eni. Trimming Line Analysis Model for Knowing Factors of Affecting Learning Motivation on Student Academic Achievement. <http://jurnal-online.um.ac.id/data/artikel/artikel57C223093CDE78A8D127A2C16CE33A54.pdf>. Downloaded at February 28, 2015. Other articles can be found at Rahayu, Suci. 2013. Trimming Method of application In Path Analysis In Customer Loyalty Determination Causal Model Store 'X'. Indonesian Education University: 2013:45. [http://repository.upi.edu/401/6/S\\_MTK\\_0905783\\_CHAPTER3.pdf](http://repository.upi.edu/401/6/S_MTK_0905783_CHAPTER3.pdf). Downloaded at February 28, 2015.
- Aguirre, DeAnne; Post, Rutger von; and Alpern, Micah. 2013. *Culture's Role in Enabling Organizational Change Survey Ties Transformation Success to Deft Handling of Cultures Issues*. Berlin : Booz & Company
- Aldag, R., and Reschke, W. 1997. *Employee Value Added: Measuring Discretionary Effort and Its Value*. Center for Organization Effectiveness, 1-8.
- Allison, B., Voss, R., and Huston, C. 2001. *An Empirical Investigation of The Impact of SDB on The Relationship Between OCB and Individual Performance*. Organizational, 1-8.
- Aluko, M. 2003. *The Impact Of Culture On Organizational performance in Selected Textile Firms In Nigeria*. *Nordic Journal of African Studies*, Vol. 12. No. 2, 164-179.
- Ancok, J., Suroso, and Nashori, F. 2005. *Islamic Psychology: Islamic Solution of the Problems of Psychology*. Yogyakarta: Pustaka Pelajar.
- Aripin, Ubud Salim, Margono Setiawan and Djumahir. 2013. *Implications of Organizational Culture and Leadership Styles The Effects on Job Satisfaction and Organizational Performance Of Police Sector In Bandung, Cimahi, Garut- West Java*. *IOSR Journal of Business and Management (IOSR-JBM)*. e-ISSN: 2278-487X. Volume 7, Issue 5 (Jan. - Feb. 2013), PP 44-49
- Aslam Khan, Muhammad and Afzal, Hasan. 2010. *Correlation between Antecedents of Organizational Citizenship Behavior and Organizations Performance In Contemporary Pakistani Organizations*. *Interdisciplinary Journal Of Contemporary Research In Business*. Vol 1, No 11. pp. 178-190.
- Azam Afshan, Fu Qiang, Muhammad Ibrahim Abdullah and Muhammad Ibrahim Abdullah. 2012. *Impact of 5-D of Religiosity on Diffusion Rate of Innovation*. *International Journal of Business and Social Science*. Vol. 2 No. 17. Pp. 177-185.
- Baron, R. A., and Greenberg, J. 1990. *Behavior in Organization: Understanding and Managing the Human Side of Work Third Edition ed.*. Toronto: Allyn and Bacon.

- Bass, B., Riggio, and Ronald, E. 2006. *Transformational Leadership*. New Jersey: Lawrence Erlbaum Associates.
- Bernardin, and Russel. 2000. *Human Resources Management*. New York: Mc Graw Hill.
- Bonaparte, W. 2008. *The Impact Of Organizational Citizenship Behavior And Organizational Commitment On Organizational Performance*. Dissertation. Unpublished. School of Business and Entrepreneurship Nova Southeastern University
- Burn, J. 1978. *Leadership*. New York: Harper.
- Carlaw, Deming, and Friedman. 2003. *Managing and Motivating Contact Center Employees*. Singapore: Mc. Graw Hill Publishing Company.
- Colquitt, J. A. 2009. *Organization Behavior: Improving Performance and Commitment in the Workplace*. New York : McGraw-Hill Irwin.
- Crossman, A. and B. Abou-Zaki, 2003, "Job Satisfaction and Employee Performance of Lebanese Banking Staff", *Journal of Managerial Psychology*, Vol.18, No.4, pg. 368-376
- Dessler, G. 2000. *Human Resources Management 7th Edition ed.*. New Jersey: Prentice Hall, Inc.
- Dyne, L., and Soon, A. 1998. *Organizational Citizenship Behavior of Contingent Workers in Singapore*. *The Academy of Management Journal*, Vol. 41, No. 6. Dec., 1998, 692-703.
- Ersoy, N.C. 2010. *Organizational Citizenship Behavior and Counterproductive Work Behavior: Cross-cultural comparisons between Turkey and the Netherlands*. Thesis. Not Published. Erasmus University, Rotterdam.
- Famela, F. 2012. *Performance Management and Compensation as Drivers of Organization Competitiveness: The Philippine Perspective*. *International Journal of Business and Social Science*, Vol. 3 No. 21, 20-30.
- Farhan, M., and Niaz, A. 2012. *Job Satisfaction as a Predictor of Organizational Citizenship Behavior A Study of Faculty Members at Business Institutes*. *Interdisciplinary Journal of Contemporary Research In Business*, Vol 3, No 9, 1447-1455.
- Fisher, Elizabeth A. 2007. *The Relationship Between Transformational Leadership and Organizational Change: An Exploratory Study of Grassroots Social Service Agencies*. United State : ProQuest Information and Learning Company
- George dan Gareth R. Jones. 2005. Understanding and Managing Organizational Behavior*. 4th Edition. Pearson. Prentice Hall
- Gilbert, T., Christine, M., and Eugene, G. 2010. *Spirituality at Work and Organizational Citizenship Behavior: A Replication study in Taiwan*. Associate Professor of Management Practice, 1-21.
- Givens, R.J. 2008. *Transformational Leadership: The Impact on Organizational and Personal Outcomes*. *Emerging Leadership Journeys*, School of Global Leadership & Entrepreneurship, Regent University ISSN 1941-4684. Vol. 1 Iss. 1, 2008, pp. 4-24
- Glock, C., and Strak, R. 1965. *Religious and Society in Tension*. Chicago: Rand Mc Nally.
- Halvorsen, Thomas; Hauknes, John; Miles, Ian and Roste, Rannveig. 2005. *On the Differences between Public and Private Sector Innovation*. Oslo: NIFU STEP
- Hancott, D.E. 2005. *The Relationship Between Transformational Leadership Andorganizational Performance in The Largest Public Companies in Canada*. Dissertation of Philosophy of Doctor, Capella University.(Unpublished).
- Hayashi, Y., and Sekiguchi, T. 2006. *Collective Justice Perceptions in Group-Oriented Cultures:Proposal of a New Construct*. *Japanese Journal of Administrative Science*, Volume19, No.3, 207-219.
- Herningsih, A. Y. Andi Gani, Suryadi dan Mardiyono. 2013. *The Impacts of Transformational Leadership Style,Organizational Environment and Organizational Culture onEmployees' Performance: A Study at STKIP Muhammadiyah Sorong - West Papua Province of Indonesia*. *Public Policy and Administration Research*. ISSN 2224-5731(Paper) ISSN 2225-0972(Online) Vol.3, No.12, 2013. Pp. 94-103.
- Jackson S.E, Schuler R.S and Werner S. 2011.*Human Resources Management, 10th Edition*.Book 2, Translator: Benny Prihartanto. Jakarta: Edward Tanujaya
- Jagannath, M., and Bhabani. 2012. *Influence of Organizational Culture on Organizational Citizenship Behavior: A Three-Sector Study*. *Global Journal Of Business Research*, Volume 6,No. 1, 68-76.
- Jahangir, N. 2004. *Organizational Citizenship Behavior: Its Nature And Antecedents*. *BRAC University Journal*, vol. I, no. 2, 2004, pp. 75-85

- Johnson, A. 2008 The Influence of Need for Achievement, Need for Affiliation, Leadership Support, and Organizational Culture on Organizational Citizenship Behavior. Dissertation Unpublished. Organizational Psychology Division, Los Angeles Alliant International University
- Kahar, Irawaty A. 2008. The Concept of Leadership in Organizational Change at the University Library. Pustaka: Journal of Library and Information Studies (*Jurnal Studi Perpustakaan dan Informasi*), Vol.4, No.1. LAN (2007)
- Karakas, F. 2010. Spirituality and Performance in Organizations: A Literature Review. Journal of Business Ethics, Vol. 94 No.1, 89–106.
- Kreitner, R., and Kinicki, A. 2008. Organization Behaviour. New York: McGraw-Hill Higher Education.
- Lee, K., and Low, G. T. 2012. Leadership Styles and Organizational Citizenship Behavior: The Mediating Effect of Subordinates' Competence and Downward Influence Tactics. Journal of Applied Business and Economics. Journal of Applied Business and Economics, Vol. 12 No. 2, 59-96.
- Lee, U.H, Hye Kyoung Kim and Young Hyung Kim. 2013. Determinants of Organizational Citizenship Behavior and Its Outcomes. Global Business and Management Research: An International Journal. Vol. 5, No. 1, 2013 pp. 54-65
- Luthans, F. 2002. Organizations Behavior. New York: McGraw Hill International: John E. Biernat.
- Lynda A. W. 2013. Personal Spirituality And Organizational Citizenship Behavior: Does Personal Spirituality Affect Organizational Citizenship Behavior?. Dissertation. Doctor of Philosophy, Capella University.
- Martinez, R. N. 2013. Impact Of Team Citizenship Behaviors On Performance In Women's Sports Teams. Dissertation. Not Published. Program in Social psychology. Loyola University Chicago.
- McClelland, D. C. 1997. Human motivation. Glenview, IL: Scott, Foresman.
- Michael, S. 2011. Including Organizational Citizenship Behavior in Performance Evaluations: An Investigation of Employee Reactions. International Journal of Business and Management, Vol. 6, No. 10; October 2011, 1-9.
- Msoroka, M. 2011. Organizational Culture: Its Implications to Educational Institutions. Downloaded from <http://www.grin.com/en/e-book/188059/organizational-culture-its-implications-to-educational-institutions>
- Newstrom, J. W. 2007. Organization Behavior : Human Behavior at Work. New York : McGraw-Hill.
- Newstrom, J.W dan Davis, K. 2002. Organizational Behavior: Human Human Behavior at work. New York : McGraw-Hill.
- Ogbonna, E., and Lloyd, C. 2000. Leadership Style, Organizational Culture and Performance: Empirical Evidence from UK Companies. The International Journal of Human Resource Management ISSN 0958-5192 print/ISSN 1466-4399, 766-788.
- Olowookere, Elizabeth, Ibukunoluwa. 2014. The Influence of Religiosity and Organizational Commitment on Organizational Citizenship Behaviours: A Critical Review of Literature. Advances in Social Sciences Research Journal. Vol.1, No.3. pp. 49-64.
- Ozaralli, N. 2003. Effects of Transformational Leadership on Empowerment and Team Effectiveness. Leadership and Organization Development Journal, Vol. 24 Iss: 6, 335 - 344.
- Ozturk, F. 2010. Determinants Of Organizational Citizenship Behavior Among Knowledge Workers: The Role Of Job Characteristics, Job Satisfaction, And Organizational Commitment. Thesis. Unpublished. The Degree of Master Of Business Administration.
- Palagia, M., Brasit, N., and Amar, M. 2010. Remuneration, Motivation, Job Satisfaction and Individual Performance. Journal of Management (*Jurnal Manajemen*), 1-10.
- Podsakof, P., Mackenzie, S., and Bommer, W. 1996. Transformational Leader Behaviors and Substitutes for Leadership as Determinant of Employee Satisfaction, Commitment, Trust, and Organizational Citizenship Behavior. Journal of Management, Vol.22, No.22, 259-298.
- Purhantara, Wahyu. 2009. Organizational Development Based Change Management. Economic and Education Journal (*Jurnal Ekonomi dan Pendidikan*). Volume 6, Nomor2.
- Rivai, V., and Basri, A. 2005. Performance Appraisal. Jakarta: PT. Raja Grafindo Persada.
- Robbins, S. P. 2001. Organizational Behavior: Concept, Controversies, Applications. 8th Edition: Indonesian Edition.. Jakarta: Indeks Kelompok Gramedia.
- Robbins, S. P., and Judge, M. 2009. Organizational Behavior. New Jersey: Prentice Hall Int'l, Inc.

- Sashkin, M. 2003. An Empirical Investigation of the Interrelationships of Organizational Culture, Managerial Values, and Organizational Citizenship Behaviors. Dissertation. Unpublished. School of Education and Human Development of The George Washington University
- Schein, E. H. 1985. *Organizational Culture and Leadership*. Jossey, Bass, San Francisco.
- Schermerhorn, J. 2010. *Managing Organizational Behavior*. New Jersey: John Wiley and Sons, Inc.
- Schuler, R., and Jackson, S. 1999. *Human Resource Management: Positioning for the 21st Century*. Minneapolis: West Pub.Co.
- Shokrkon. 2009. The Relationship of Job Satisfaction with Organizational Citizenship Behavior and Job Performance in Ahvaz Factory Workers. *Journal of Education and Psychology*, Vol. 3, No. 2.
- Shukui, and Xiaomin. 2007. The Impact of Transformational Leadership on Organizational Citizenship Behavior and Organizational Commitment: A metaanalytical Explanation. Institute of Economics and Management, 378-386.
- Slocum. 2009. *Principles of Organization Behavior*. South-western : Cengage Learning.
- Sparks, J., and Schenk, J. 2001. Explaining the effects of transformational leadership: an investigation of the effects of higher-order motives in multilevel marketing organizations. *Journal of Organizational Behavior*, Vol. 22 Issue 8, 849-869.
- Sunadji, Eka Afnan Troena, Surachman dan Armanu. 2013. The Role of Organizational Culture, Leadership, Communication, and Job Satisfaction on Employee Performance (Study on Public Enterprise of Water Resource Management of Ministry State-Owned Enterprise). *International Journal of Business and Behavioral Sciences*. Vol. 3, No.2; February 2013. Pp. 34-42.
- Sumarto dan Subroto, A. 2011. Organizational Culture and Leadership Role for Improving Organizational Performance: Automotive Components Industry In Indonesia. *International Journal of Innovation Management and Technology*, Vol. 2, No. 5, October 2011. Pp. 383-389.
- Thomas, D. C., and Inkson, K. 2004. *Culture Intelligence*. San Francisco: Berrett-Koehler Publisher Inc.
- Vecchio, R. P. 2006. *Organizational Behavior: Core Concepts*, 6th edition. South Western: Thomson.
- Victor, T. 2002. *Changing Your Corporate Culture*. Singapore : Times Books International.
- Vondey, M. 2010. The Relationships among Servant Leadership, Organizational Citizenship Behavior, Person-Organization Fit, and Organizational Identification. *International Journal of Leadership Studies*, Vol. 6 Iss. 1. School of Global Leadership & Entrepreneurship, Regent University. Pp. 3-27
- Williams, L. A 2013. Personal Spirituality And organizational Citizenship Behavior: Does Personal Spirituality Affect Organizational Citizenship Behavior?. Dissertation. Unpublished. Doctor of Philosophy. Capella University
- Werther, W., and Davis, K. 1996. *Human Resources and Personal Management*. New York: McGraw Hill. Inc.
- Wexley, Kenneth N dan Gary A. Yukl. 2005. *Organizational Behavior and Psychology Company*. Translator: M. Shobarudin. Jakarta : Rineka Cipta.
- Yunus Handoko, Margono Setiawan, Surachman dan Djumahir. 2014. Organizational Culture, Job Satisfaction, Organizational Commitment, the Effect on Lecturer Performance. *International Journal of Business and Management Invention* ISSN (Online): 2319 – 8028, ISSN (Print): 2319 – 801X [www.ijbmi.org](http://www.ijbmi.org) Volume 2 Issue 12, December. 201X, PP.21-30.
- Zehir, C., Sehituglo, Y., and Erdogan, E. 2012. The Effect of Leadership and Supervisory Commitment to Organizational Performance. *Social and Behavioral Sciences*, 207 – 216.
- Zuckerman, M., and Siberma. 2013. *Personality and Social Psychology Review*. Downloaded at September 11, 2013, dari <http://sains.kompas.com/read/2013/08/22/1823086>.