

THE INFLUENCE OF ORGANIZATIONAL CULTURE, LEADERSHIP AND RELIGIOSITY ON OCB

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ABSTRACT

There is a gap in the research results between the independent variables consisting of Organizational Culture, Leadership and Religiosity towards Organizational Citizenship Behavior (OCB). Some said it had an effect and some said it had no effect, or it had a significant positive effect and some said it had no significant positive effect. There is also a picture that, for example, organizational culture in an organization does not always support OCB. This research aims to examine the influence of organizational culture, leadership, and religiosity on OCB among employees at SMPIT Assalaam Boarding School Pekalongan. This research used a questionnaire method with respondents as employees of SMPIT Assalaam Boarding School Pekalongan Pekalongan. The research results show that organizational culture does not have a positive and significant effect on OCB. Meanwhile, leadership and religiosity have a positive and significant effect on OCB. The results of this research indicate that organizations need to simultaneously create a positive organizational culture, improve leadership quality and increase employee religiosity to increase OCB .

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1. Introduction

Education is a very principle thing in the sustainability of a nation, because education functions to develop abilities and shape the character and civilization of a dignified nation in order to make the nation's life more intelligent (National Education System Law 20 of 2003). Thus, education is a very important basis for the lives of Indonesian people, so that they are not blind to law, technology, social matters and various aspects of life, as well as developing science. According to (Solehan, 2022) education, it is a joint effort to run the wheel of learning which aims to make the nation's life more intelligent as mandated by the 1945 Constitution in the fourth paragraph. According to (Siti Suherni et al., 2023a) education as the main factor in the formation of human

personality and character. Education has a very important role in shaping the goodness and badness of a person or human person according to normative standards

To provide education, human resources are needed . It is human resources who will plan and process how an educational institution can provide good education to its students (Solehan, 2022). Educational institutions as a forum for managing education must have an environment that is conducive to the learning process. Educational institutions /educational environments are defined as everything that surrounds the ongoing process of education. The educational environment can be a physical, social, cultural, security and comfort environment (Abdullah, 2022). This is because education also has the goal of developing the potential of students so that they can become complete human beings who believe and are devoted to God Almighty, have noble morals, a healthy body and soul, are knowledgeable, competent, have a creative spirit, are independent and must be able to become democratic and responsible citizens.

Management of an educational institution or what is known as a "School" is a very important thing. Managerially, according to (Khair, 2021), schools are a vehicle for the educational process, and schools become "producers" or those who produce individuals who have intellectual abilities and skills, as well as personalities who continue to grow and develop. Therefore , it is necessary to manage schools with schools that need to be well designed and managed. These schools are a result of the limited ability of parents to provide guidance and educate their children, so that parents entrust the teaching task to other people who are mature and more expert. in formal educational institutions.

Integrated Islamic Junior High School (SMPIT) Assalam Boarding School Pekalongan whose address is on Jalan. Ir. Sutami, Sokorejo, District. Pekalongan Tim., Pekalongan City, Central Java 51129, is a secondary school with a boarding concept, like an Islamic boarding school. SMPIT Assalaam in its educational services prioritizes Islamic education with the superior Tahfidzul Quran program without neglecting general education. When Allah is our reason to continue reading, memorizing and studying the Qur`an, then we will never find a reason to stop. Whatever the profession, memorizing the Qur`an is an emphasis on ghiroh together with the Qur`an, in terms of the mindset that is instilled is to become a young man who is committed to his religion, so his commitment must be implemented in his deeds. The three competencies that must be possessed and trained are character, technical and learning competencies.

In managing SMPIT Assalaam Boarding School, Pekalongan City, management of human resources (HRD), both teachers and education staff, is required, with the hope that each employee can develop themselves and develop togetherness so that they can become social capital for SMPIT Assalaam Boarding School. One of the social capital that is built and which is studied in this research is Organizational Citizenship Behavior (OCB). In the researcher's observations, and from the results of the researcher's observations with the management, the working atmosphere at the school has harmonious relationships between good employees, there is a character of helping each other and respecting each other, as well as supporting the advancement of other employees. Apart from that, there is a sense of partiality and concern for the institution where the employee makes a contribution. This shows the quality of work life, the quality of good relationships between co-workers and the quality of OCB as well.

2. Literature review

According to him, Organizational Citizenship Behavior (OCB) (A A Ngurah Bagus Danendra, 2016) is a choice behavior that is more likely to be carried out even though it is not related to formal duties or work, and is also not related to the wage reward system. This OCB is voluntary and happy. The term organizational citizenship behavior is also used to identify employee behavior so that they can be considered "good organizational citizens", where the organization will succeed well with members who act as "good organizational citizens" (Rohimah, 2023). This OCB is based on voluntary and happy (Susilo et al., 2023) behavior. This behavior is taken and carried out by employees, related to many things, such as employees' attitudes or concern for the environment, the feeling of happiness in the organization because the situation is very pleasant, the existence of harmonious unity among fellow employees. Still according to (Susilo et al., 2023) also stated that OCB is behavior of one's own will but encourages the effectiveness of organizational functioning. In this way, of course, it can improve organizational performance, although indirectly. (Candra Rosid et al., 2023) they can exercise self-control over their behavior. OCB is employee initiative behavior in carrying out work that is not related to a reward, but can help increase effectiveness for the company (Rahmatillah et al., 2022).

OCB can be developed in an organization, by using factors that can strengthen OCB. Organizational culture influences employee OCB, (Chandra Kirana et al., 2023), (Puspasiwi et al., 2022). According to (Rohimah, 2023) leadership, it influences employee OCB. According to (Puspasiwi et al., 2022) religiosity, it influences OCB. Religiosity has a positive influence on OCB (Mustakhirah & Helmy, 2021). Employees who have strong beliefs in their religion will be able to increase good behavior for employees in the company (Rahmatillah et al., 2022).

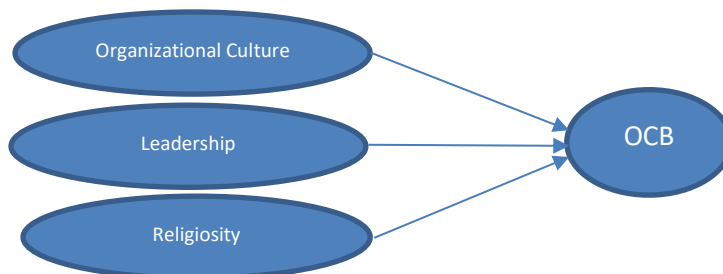
Organizational culture (Cherian et al., 2021) is the lifestyle of a group of individuals which means the way they get things done. According to (Almutairi & Alenezi, 2021) a group of values shared by an organization's personnel, which guide and regulate their relationships and interactions with each other as well as with customers and suppliers. Company culture and the values that underlie it need to be built in every side of the company, along with management training and efficiency guidance (Cherian et al., 2021). Organizational culture as an important organizational requirement to improve work performance and engagement (Almutairi & Alenezi, 2021). The essence of organizational culture according to US Supreme Court Justice Potter Stewart in the book perilaku organisasi (Jaharuddin, 2021) is 1. Innovation and risk taking, namely the degree to which workers are encouraged to be innovative and take risks. 2. Demonstrate detail, namely the level at which workers are expected to demonstrate precision, analysis and attention to detail. 3. Results orientation, namely the management level focuses on acquisition or results and not on the techniques and processes used to achieve them. 4. People orientation, namely the level of decision making by management by considering the effect of the results on people in the organization. 5. Team orientation, namely the level of work activities organized in teams, not individuals. 6. Aggressiveness, namely the degree to which people will become aggressive and competitive rather than relaxed. 7. Stability, namely the level of organizational activity that emphasizes maintaining the status quo in contrast to growth.

Universally, leadership can be understood as a leader who is able to direct, develop or organize, guide and also show or influence (Siti Suherni et al., 2023b). According to (Almahasneh et al., 2023) good organizational leaders, they develop proactive strategies to manage organizational resources, so leaders must focus on creating and equipping their companies with

visionary leadership. Afasar 2019 in (Almahasneh et al., 2023) Leadership is a type of managerial behavior that aims to integrate corporate or personal interests and influence to achieve specified goals. Leadership in an educational institution can be referred to as someone who holds the authority to determine the development of an educational institution (Siti Suhermi et al., 2023b). According to Kartono (2008: 34) states that leadership is the traits, habits, temperament, character and personality that distinguish a leader in interacting with other people.

Religiosity is a complex integration of religious knowledge, feelings and religious actions within a person (Susanti, 2015). Religiosity can be interpreted as a person's appreciation of various religious values. Understanding is related to a person's belief in his religion, both spoken and done (Puspasiwi et al., 2022). According to (Puspasiwi et al., 2022) religion, its values can influence individuals to think and behave well towards fellow humans and all creatures, intend to improve themselves wherever they are, and be responsible for all their behavior. According to Glock & Stark (1986) in (Nasikhah & Prihastuti, 2013) Religiosity is a form of supernatural belief in which there is appreciation of everyday life by internalizing it into daily life. There are 5 dimensions according to Glock and Stark: 1. The dimension of belief (the ideological dimension), 2. The dimension of religious worship and practice (the ritualistic dimension), 3. The dimension of feeling or appreciation (the experiential dimension), 4. The dimension of religious knowledge (the intellectual dimension), 5. The effect or experience dimension (the consequential dimension).

Figure 1. Research Model



Hypothesis:

- H 1 : Organizational culture has a positive and significant effect on employee OCB
- H2 : Work Leadership has a positive and significant effect on Employee OCB
- H3 : Religiosity has a positive and significant effect on employee OCB
- H4 : Organizational Culture, Leadership and Religiosity simultaneously influence OCB

3. Methods, Data, and Analysis

This research uses quantitative methods, this is because this research uses statistical samples, and in the study or analysis it also uses statistical analysis tools, namely the Multiple Linear Regression model. This research uses a causality approach, one of which is to determine and analyze the influence of the independent variable on the dependent variable. The dependent variable in this research is Organizational Citizenship Behavior or OCB, while the independent variables are Organizational Culture, Leadership and Religiosity.

The data collection method in this research used a questionnaire, and the scaling technique used was the Likert Scale. The questionnaire was distributed online (google form), and carried out using a simple random sampling technique. The object of this research is the school employees of

SMPIT Assalaam Boarding School, both teachers and educational staff. The sample size in this study was 65 respondents from the entire population (both teachers and education staff) of 83 people.

4. Results and Discussion

Validity test

This validity test is intended to measure data related to the model of a research. And in this case the model will be analyzed using the Multiple Regression analysis tool. This validity shows the validity of this research instrument. The principle of validity testing is measuring or observing, which also means the principle of reliability of the research instrument, in this case of course related to data collection. Based on table 2, it is known that all of the question items in the questionnaire were declared valid because their r values were all greater than the r table, namely 0.244 .

Table 1. Validity Test

No	Questionnaire Items	R Count	R Table	Note
1	X1_1	0.431	0.244	Valid
2	X1_2	0.720	0.244	Valid
3	X1_3	0.504	0.244	Valid
4	X1_4	0.485	0.244	Valid
5	X1_5	0.326	0.244	Valid
6	X2_1	0.503	0.244	Valid
7	X2_2	0.721	0.244	Valid
8	X2_3	0.673	0.244	Valid
9	X2_4	0.558	0.244	Valid
10	X2_5	0.605	0.244	Valid
11	X2_6	0.408	0.244	Valid
12	X2_7	0.483	0.244	Valid
13	X2_8	0.575	0.244	Valid
14	X3_1	0.638	0.244	Valid
15	X3_2	0.756	0.244	Valid
16	X3_3	0.728	0.244	Valid
17	X3_4	0.620	0.244	Valid
18	X3_5	0.591	0.244	Valid
19	X3_6	0.590	0.244	Valid
20	X3_7	0.706	0.244	Valid
21	X3_8	0.676	0.244	Valid
22	X3_9	0.716	0.244	Valid

23	X3_10	0.753	0.244	Valid
24	X3_11	0.732	0.244	Valid
25	X3_12	0.743	0.244	Valid
26	Y_1	0.528	0.244	Valid
27	Y_2	0.618	0.244	Valid
28	Y_3	0.607	0.244	Valid
29	Y_4	0.745	0.244	Valid
30	Y_5	0.552	0.244	Valid
31	Y_6	0.706	0.244	Valid
32	Y_7	0.674	0.244	Valid
33	Y_8	0.656	0.244	Valid
34	Y_9	0.662	0.244	Valid
35	Y_10	0.685	0.244	Valid
36	Y_11	0.764	0.244	Valid
37	Y_12	0.687	0.244	Valid
38	Y_13	0.747	0.244	Valid
39	Y_14	0.669	0.244	Valid

Source: processed data

Reliability Test

Reliability Testing is an effort to measure the consistency of respondents' answers to the indicators of the variables under study which were asked about through this research questionnaire. If the reliability test is declared reliable, then the respondent's answers have consistency and/or stability in their answers from time to time, so that they have a "safe" character to be continued in analytical studies. The Cronbach's alpha value for the overall indicators of all variables in this study is greater than 0.60, so it can be stated that the respondent's answer is reliable.

Table 2: Reliability Test
Reliability Statistics

Cronbach's Alpha	N of Items
,957	39

Classic assumption test

a. Normality test

Test normality using the Kolmogorov-Smirnov normality test. If the significance value is > 0.05 then it is normal. If the significance value is < 0.05 then it is not normal. Based on the results of the normality test, it is known that the significance value is $0.200 > 0.05$, so it can be concluded that the residual value is normally distributed.

**Table 3. Normality Test
 One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residuals
N		65
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	4.88129048
Most Extreme Differences	Absolute	.072
	Positive	.054
	Negative	-.072
Statistical Tests		.072
Asymp. Sig. (2-tailed)		.200 ^{c, d}

a. Test distribution is Normal.

b. Multicollinearity Test

In this multicollinearity test, if the tolerance value is > 0.1 and $VIF < 10$, it is concluded that there are no symptoms of multicollinearity, and if the tolerance value is < 0.1 and $VIF > 10$, it is concluded that there are symptoms of multicollinearity. Based on the test results above, it is known that the tolerance values X1,

**Table 4. Muticollinearity Test
 Coefficients^a**

Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational culture	.667	1,498
	Leadership	.673	1,487
	Religiosity	.706	1,417

a. Dependent Variable: OCB

c. Heteroscedasticity Test

To detect the presence or absence of heteroscedasticity, the Glajser test can be used. It is known that the research data does not experience heteroscedasticity interference because the significance value of the Glejser test for all independent variables is more than 0.05

Table 5. Heteroscedasticity Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9,656	3,059		3,156	,002
	Organizational Culture (X1)	-.188	.135	-.207	-1,392	,169
	Leadership (X2)	-.123	,089	-.205	-1,390	,170
	Religiosity (X3)	,032	,059	,078	,543	,589

a. Dependent Variable: ABS_RES

Hypothesis test

Table 6 . SPSS t test Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,192	5,397		1,518	.134
	Organizational culture	,423	,239	,177	1,774	,081
	Leadership	,418	,157	,265	2,671	,010
	Religiosity	,531	.105	,491	5,068	,000

a. Dependent Variable: OCB

a) Testing H 1 (Organizational Culture on OCB)

It is known that the significance value for the influence of Organizational Culture (X1) on OCB (Y) is 0.081 > 0.05 and the t value is 1.774 < t table 2.385 . It can be concluded that Organizational Culture has no influence on OCB. So, for the proposed hypothesis, namely H1, it is stated that H1 is rejected, which means there is no influence of X1 on Y

b) Testing H 2 (Job Satisfaction on OCB)

Known sig value. for the influence of Leadership (X2) on OCB (Y) is 0.010 < 0.05 and the t value is 2.647 > t table 2.385 . It can be concluded that Job Satisfaction has an influence on OCB. So , for the proposed hypothesis, namely H2, it can be stated that H2 is accepted , which means that there is an influence of Leadership (X2) on OCB (Y).

c) Testing H 3 (Religiosity towards OCB)

Known sig value. for the influence of So , for the proposed hypothesis, namely H3, it can be stated that H3 is accepted , which means that there is an influence of X3 on Y

d) Testing H 4 (Organizational Culture, Leadership, Religiosity on OCB)

Based on the output, it is known that the significance value for the simultaneous influence of Organizational Culture, Leadership and Religiosity on OCB is 0.000 < 0.05 and the calculated F value is 29.932. This means that it can be concluded that these three variables,

namely Organizational Culture, Leadership, and Religiosity jointly influence OCB. So it can be concluded that the hypothesis proposed, namely H4, can be declared accepted.

Table 7
ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2244.826	3	748,275	29,932	,000 ^b
	Residual	1524.928	61	24,999		
	Total	3769.754	64			

a. Dependent Variable: OCB

b. Predictors: (Constant), Religiosity, Leadership, Organizational Culture

Regression Equation Analysis

The Regression Equation is obtained $8.192 + 0.423X_1 + 0.418X_2 + 0.531X_3$

This means that the constant value obtained is 8.192 which can be interpreted as if the independent variable (OCB) has a value of 0 (constant) then the dependent variable has a value of 8.192. The value of the regression variable for the Organizational Culture variable (X1) has a positive (+) value of 0.423, so it can be interpreted that if variable X1 increases by 1 unit, it is predicted that variable Y will also increase by 0.423, and vice versa. The value of the regression variable for the Leadership variable (X2) has a positive (+) value of 0.418, so it can be interpreted that if the variable X2 increases by 1 unit then the variable Y will also increase by 0.418, and vice versa. The value of the regression variable for the Religiosity variable (X3) has a positive (+) value of 0.531, so it can be interpreted that if variable X3 increases by 1 unit then variable Y will also increase by 0.531, and vice versa.

Table 8. Regression Equation
Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,192	5,397		1,518	.134
	Organizational culture	,423	,239	,177	1,774	,081
	Leadership	,418	,157	,265	2,671	,010
	Religiosity	,531	.105	,491	5,068	,000

a. Dependent Variable: OCB

Coefficient of Determination

The R value of 0.772 indicates that there is a strong relationship between the independent variables (Religiosity, Leadership, Organizational Culture) and the dependent variable (OCB). The R-squared value (0.595) shows that 59.5% of the OCB variance is explained by the three independent variables, while the remaining 41.5% is influenced by other variables not examined in this study.

Table 9 Coefficient of Determination (SPSS)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,772 ^a	,595	,576	4.99988

a. Predictors: (Constant), Religiosity, Leadership, Organizational Culture

b. Dependent Variable: OCB

5. Conclusions and recommendations

The research results show that Organizational Culture has no effect on OCB, Leadership has a positive effect on OCB, and Religiosity has an effect on OCB. Meanwhile, three variables simultaneously have a positive and significant effect of 59.5%. Simultaneously these three variables, namely Organizational Culture, Leadership and Religiosity influence OCB. Meanwhile, in R the figure obtained is 77.26%. Shows a strong relationship, so the model is very acceptable.

The recommendation of this research is that OCB is useful in improving the performance of SMPIT Assalaam, with more behavior from its employees, which can most importantly be improved by increasing the quality of leadership and the quality and area of religiosity of its employees.

Recommendations for future research can be made with almost the same number of indicator variables for each variable, to better detect significant relationships between the dependent variable and the independent variable.

The limitation of the results of this research is that the research results have no effect on OCB, namely Organizational Culture. This does not mean that organizational culture is not important for OCB because the coefficient value of organizational culture is higher, namely 0.423, compared to leadership, namely 0.418.

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