International Journal of Scientific and Technology Research

COPYRIGHT TRANSFER AND CONSENT FORM

Please complete and sign the form and send it with the final version of your manuscript. It is required to obtain written confirmation from authors in order to acquire the copyrights for papers published in the journal so as to index them to various repositories.

TITLE OF PAPER: TRANSFORMATIONAL LEADERSHIP STYLE, ORGANIZATIONAL CULTURE, LOCUS OF CONTROL AND ITS INFLUENCE ON THE OCB EMPLOYEES: STATE INSTITUTE OF ISLAMIC STUDIES OF JEMBER

COMPLETE LIST OF AUTHORS: SITI MASROHATIN, DIANA SULIANTI K. TOBING

COPYRIGHT TRANSFER

1. The undersigned hereby transfer any and all rights in and to the paper including without limitation all copyrights to the IJSTR, Further with the permission granted, the undersigned hereby also grants IJSTR the unlimited, worldwide, irrevocable right to use his/her name, picture, likeness, voice and biographical information as part of the advertisement, distribution and sale of products incorporating the Work or Papers, and releases IJSTR from any claim based on right of privacy or publicity.

CONSENT AND RELEASE

2. The undersigned hereby represents and warrants that the paper is original and that he/she is the author of the paper and participated sufficiently in the conception and design of this paper/work and the analysis of the data (wherever applicable), as well as the writing of the manuscript except for material that is clearly identified as to its original source, with permission notices from the copyright owners where required. The undersigned represents that he/she has the power and authority to make and execute this assignment and take public responsibility for it.

3. Neither has the manuscript nor one with substantially similar content under my authorship been published or is being considered for publication elsewhere.

4. Furthermore undersigned attest that he/she shall produce the data upon which the manuscript is based for examination by the editors or their assignees, if requested.

5. The undersigned agrees to indemnify and hold harmless the IJSTR from any damage or expense that may arise in the event of a breach of any of the warranties set forth above.

6. In the event the above paper/work is not accepted and published by the IJSTR or is withdrawn by the author(s) before acceptance by the IJSTR, the foregoing copyright transfer shall become null and void and all materials embodying the paper/work submitted to the IJSTR will be destroyed.

7. For jointly authored paper/works, all joint authors should sign, or one of the authors should sign as an authorized agent for the others.

_____
Signature of Author/Authorized Agent for Joint Authors

SITI MASROHATIN

Typed or Printed Name

Date 22 MEI 2019

FACULTY OF ISLAMIC AND BUSINESES STATE INSTITUTE OF ISLAMIC OF JEMBER

Institution or Company

Send to: copyright@ijstr.org

PLEASE NOTE: The accepted manuscript cannot be processed for publication until the publisher has received this signed form. The sole responsibility for the whole content (s) of the article remains only with the corresponding author. However, the Editor would reserve the right to adjust the style to certain standards of uniformity before publication.

Payment/Order information

Billing Information

Siti Masrohatin

Perum Kodam Blok TA 121 Mangli Kaliwates Jember, Perum Kodam Blok TA 121 Mangli Kaliwates Jember, Jember 68131, Indonesia

Ordered item(s)	Unit Price	Total
1 x IJSTR - Paper registration	725,842.35 IDR	725,842.35 IDR
	Sales Tax / VAT	0.00 IDR
	Grand Total	**725,842.35 IDR**

You can access your products according to the terms and conditions you accepted during purchase.

International Journal of Scientific and Technology Research

Registration form

Title (Mr/Ms/Mrs/Prof/Dr): Mrs.

First Name: SITI   Last Name: MASROHATIN

Paper number (IJSTR ref#) (only one paper per form) IJSTR -0619 - 20513

Institution: FACULTY OF ECONOMIC AND ISLAMIC BUSINES STATE INSTITUTE OF ISLAMIC STUDIES OF JEMBER

Street Address: JL. JUMAT NO. 94 MANGLI KALIWATES JEMBER

City: EAST JAVA   State: INDONESIA Zip: 68131   Country: INDONESIA

Phone: 0331-487550   Fax: 0331-427005   Email: sitimasrohatin12@gmail.com

Date: 22 MEI 2019   Author's Signature: SITI MASROHATIN

PAPER NAME	AUTHOR
Jurnal 2 IJSTR.pdf	**Masrohatin**
WORD COUNT	CHARACTER COUNT
8192 Words	**47181 Characters**
PAGE COUNT	FILE SIZE
9 Pages	**432.8KB**
SUBMISSION DATE	REPORT DATE
Jan 11, 2023 11:19 AM GMT+7	**Jan 11, 2023 11:19 AM GMT+7**

● 14% Overall Similarity

The combined total of all matches, including overlapping sources, for each database.

- 14% Publications database
- Crossref database
- Crossref Posted Content database

● Excluded from Similarity Report

- Internet database
- Submitted Works database
- Bibliographic material
- Cited material
- Small Matches (Less then 8 words)

Transformational Leadership Style, Organizational Culture, Locus Of Control And Its Influence On The Organizational Citizenship Of Behavior Employees: State Institute Of Islamic Studies Of Jember

Siti Masrohatin, Diana Sulianti K. Tobing

Abstract: Organization citizenship behaviour (OCB) becomes an important issue in the establishment of attitude and employee behaviour in the workplace which is required to work over the formal aspect of work. Previously, organizational citizenship behaviour (OCB) research used to workforce and organization's member that have heterogeneous culture as a research object. This research strived to reveal: Were the dimension transformational leadership style, organizational culture, and locus of control will be given effect on employees organizational citizenship behaviour (OCB) The religious colleges which have a homogenous background. It is absolutely, the environment and its organization behaviour covered by religiosity spirit.

Index Terms: Transformational Leadership, organization culture, locus of control, organizational citizenship behaviour.

————————————◆————————————

1. INTRODUCTION

In an organization, there are some elements that have to be fulfilled in order to exist and survive in the knowledge of knowledge, and skill. Human is the most potential resources and valuable in a company or organization because humans are the culprits of the prime activity of managing an organization. The organization that can optimize the SDM quality, confirmed it will have high productivity and can achieve success. To increase the productivity in employee organization expected to have a will and initiative doing more than just a description of his job, and it can be more than standard. Employees do a job normally based on the description of his job. They should have needed more behavior from Hope in another role than another role that didn't list in the list description, where the behavior was the character it requires organizational in the banner of his organization behavior. According to extra - role or regular known as an organization of citizenship behavior (OCB) becomes a critical issue in the establishment of behavior and employment in the workplace that was engaged to the full formal aspects [34] [36}. It's related to attitude, behavior and performance of the prosecuted employee to provide a service that initiative proposed provocative college productivity. An employee who has organizational citizenship behavior is referred to as (good citizen) or a good employee.

————————————————————

- *Siti Masrohatin is a lecture at *State institute Of Islamic Studies of Jember * Faculty of economic and Islamic businesses, Indonesian,*
  E-mail: sitimasrohatin12 @gmail.com
- *Diana SK.Tobing is a lecture at Faculty of Economics and Business, Jember University, Indonesia.*
  E-mail: diana.tobing @unej.ac.id

On the level of competition in the industrial College is so tight at the moment, extra-role behavior of the human resources involved in the organization is becoming increasingly important, especially in improving the quality of the growing productivity comprehensive. Organizational citizenship behavior continues to experience the exciting developments related mainly increased productivity leading to higher education. [36], [40]. A number of studies show that organizational citizenship behavior can be influenced by the organizational and individual environment. The external and internal factors are leadership style, organizational culture and Locus of Control. Transformational leadership is a leadership style that treats subordinates like partner work and assumes they're grown in understanding and carrying out a job [49]. Transformational leadership approach is able to push and affect employees through inspiration and example figure of the leader. For three decades, transformational leadership has emerged as one of the main paradigms for understanding the effectiveness of leadership [1]. Transformational leadership theory is based on the idea that a certain leader behaviors change the values, preferences, needs, and aspirations of followers, and motivate them, to perform above and beyond the call of duty [17]. One of the important construction performance capture followers beyond the call of duty is the organizational citizenship behavior (OCB), referring to the extra-role behaviors that improve environmental distress organization that supports task performance [28]. Transformational leadership is positively influenced the attitude of public employees work, and organizational citizenship behavior (OCB) this is demonstrated by the existence of organizational commitment, and overall productivity. [20] However, the effects of transformational leadership may also include process more complex relational exchange (two-way) between leaders and followers that grew over time. The second explanation of the relationship between transformational leadership and the OCB stressed the process of relational between leaders and followers. According to this perspective,

transformational leaders and followers involved in a high-quality relationship marked by, for example, trust and Leader-Member Exchange (a VERSION of); [19]. Thus, this research uses a wide database to test and distinguish the two mechanisms are theoretically derived from the relationship between transformational leadership and behavior of OCB. Transformational leadership style has the ability to improve the performance of subordinates in either behavior in the role as well as extra role. Transformational leadership also voiced moral values of its employees to raise awareness on the issue of ethics to bring about change in the culture of the organization [6]. Transformational leadership correlates positively with OCB. This indicates that when a leader who possesses and applies a transformational leadership in the Organization, then it can trigger the OCB on the higher employees [8], [13]. Apart from the characteristics of leaders, organizations certainly recognize that every employee has a different cultural background. This is a task for the leader of a global organization in confronting a cultural composition in a work division and values of the employees who change dramatically [15]. Apart from the characteristics of leaders, organizations certainly recognize that every employee has a cultural background or different cultures. This is a task for the leader of a global organization in the face of a composition of culture in a division of labour and values of employees dramatically changed [15]. Organizational culture is present in the Organization as the capabilities of the individual in a widely understood, have confidence with capabilities, have an interest in dealing with new experiences as well as being able to customize the behavior of the both verbally and non verbal with multicultural characteristics to prevent the things that will happen in situations of various different cultural backgrounds [22]. Culture is one of the factors to consider when studying the effectiveness of a leader and the context of multicultural employees are very diverse. A successful organization is characterized by the ability of employees able to appreciate cultural differences and encouraged to recognize the difference between the teams in a positive [7]. This is because each team within the Organization both in small and large scale consists of the characteristics of each different individual included in the culture of each people. OCB can direct the employee to have alignment in teamwork given the currents of globalization that not only requires human resources who understand the advancement of technology in the business environment but also understand and appreciate the different cultures within the Organization and the business environment. The better the OCB owned by an employee and has good organizational culture can improve the effectiveness of an organization [37]. Variables that affect the OCB in addition to leadership style, organizational culture also the locus of control. Locus of control [44] describes the work as a personality variable; public expectations that the results or reinforcement results in life are controlled either by the Act itself (internality) or other power (externalities). Choose the employee who has an openness toward experiences and internal locus of control can produce a level of performance higher employee OCB. That individuals with an internal locus of control showed the effectiveness of a larger private career, exert greater efforts, perform better at the job and shows greater job satisfaction than external [43]. These

predict some aspects of the OCB as altruism, civility and sportsmanship [29]. Another study showed that individuals with an internal locus of control have a lot more sources of social support suggest that cognitive consistency explains why individuals with an internal locus of control high tend to be more satisfied with their and can choose to go or stay in a job situation [10], [45]. Individuals who do not feel that they are in control of their environment can be actively looking for work in a home environment that allows them the flexibility and control over the work or family schedule. People who have an internal locus of control believe that they can rule the world and strive to a particular achievement in their work environment. On the other hand, those who have an external locus of control depends on fate to determine their position in their work environment. Therefore, individuals with an internal locus of control can practice the OCB and also encourage others to do the same thing regardless of their working conditions; While those with an external locus of control have the differences of practising their workplace OCB [45]. Perception of organizational support be predictors of organizational citizenship behavior (OCB) and is associated with positive performance [27]. Employees who feel that they are supported by the organization will provide the reverse lead (feedback) and lowering of the inefficient provision in these relationships by engaging in the conduct of citizenship. Thus the quality of the interaction of boss-subordinate will improve organizational performance. Organizational Citizenship Behavior (OCB) was widely seen as a factor that contributed to the work of the Organization as a whole consists of five dimensions: (1) the altruism, that behavior help relieve work aimed to individuals in an organization, (2) courtesy, that help prevent workplace issues with respect to his works by giving a consultation and information and appreciate their needs, (3) sportsmanship, i.e. tolerance on a less than ideal situation at work without complaining, (4) civic virtue, that is involved in the Organization's activities and the care for the survival of the Organization, conscientiousness, i.e. 5) doing things that benefit organizations as complying with the regulations on the Organization of Organizational citizenship behavior is the contribution of workers more than the formal job description [28]. OCB involves some behavior, including helping others, being a volunteer for extra duties, dutifully against the rules and procedures in the workplace. The results showed OCB can improve the performance of the company [21]. In addition to improving the performance of the company can also improve the performance of existing in college. The phenomenon is happening at the moment is that in rare company employees who have the OCB as they run her role in the company. They only work limited on the job description, without wanting to run extra role. They assume that limited the workload that has been delegated to them, as it is also a task that they perform. Such a habit that occurs during this time, they go the extra mile, but there's something that later will they expect, namely in the form of rewards (rewards). So instead, if they did not obtain what they expect, they will be working with half-hearted because there is an element of duress. This is as stated by one of the Kasubag personnel on the IAIN Jember place researchers research. Any organization or company employee who has definitely need extra roles. So also with the Organization in the field of education IAIN Jember. As

time goes by and pressure changes as well as the increasing number of students, has been put in competition in Jember IAIN nationally and internationally. Measures educational enhancement and service should continue to be done in order for IAIN Jember be educational institutions both on the national and international quality education which hosted globally. Therefore, HR needs Jember IAIN and has capabilities in administrative work and excellent service. Employees of produce educators IAIN Jember is one of the stakeholders who is contributing to the development of the potential of IAIN Jember. Based on the background of the above problems, researchers are interested in wanting to know more about the influence of leadership style, organizational culture and locus of control against the Organizational Citizenship Behavior (OCB) on the employee's Personnel Educational in IAIN Jember.

2. LITERATURE REVIEW

Transformational Leadership
In conceptualizing original [6], transformational leadership includes four dimensions of leader behavior. The influence of the ideals refers to the extent to which the leaders showed an admirable behavior which led to his followers identify with him. Inspirational motivation refers to the extent to which leaders articulate a compelling vision and inspire followers. Intellectual stimulation refers to the extent to which leaders take risks, challenge assumptions, and gather followers. Individual consideration refers to the extent to which the leaders to listen to the concerns of the followers, paying attention to their needs, and act as a mentor or coach. the researchers considered transformational leadership behavior is critical to achieving the high-performance role of employees, they proposed that such leadership behavior is   even more important to achieve the extra role performance high like the OCB [31]. Indeed, the OCB probably very sensitive to the behavior of leadership vision or goal that transmits more general volunteer activities that include unplanned followers, while the role of performance may be better suited to reflect the determination of the particular purpose or transformational leadership. [24] to analyze the role of moderator of the leader in the exchange of information in this connection along three dimensions (influence, loyalty, and respect professional) contribution to literature on ISL (initiating structure) and its effect by interpreting the post (the perception of support organizations) as a consequence of this leadership style, and by adding professional respect among the moderators are possible. Follow the existing research literature adopted a conceptual model of transformational leadership to help explain the underlying mechanisms through the leader of information can be effectively influenced the work of his subordinates in the organization while [1], [2], [49]. This conceptual model contains four components, the influence of ideal, motivation inspiration, intellectual stimulation, and individual consideration. Model hypothesis 1: there is a significant positive influence transformational leadership organizational citizenship behavior towards (OCB)

Organizational Culture
Organizational culture is human behavior in the organizing and the meaning attached people on behavior-the behavior

[42]. Organizational culture is described as "how the job is done" [40]. It also considers innovation and productivity. look into the culture of adaptive and adaptive the adaptive culture which not is those that have a capacity for organizational learning. Organizational culture can be studied from the point of view of the management, employees, competitors, or customers. So it is also about organizational culture from the viewpoint of an observer in the Organization [39]. Culture as a pattern of thoughts, feelings and actions of one social group, which differentiates with other social groups [16]. On the organizational culture of the variable using the organizational culture is a system of shared meaning shared by members of the Organization and it becomes a differentiator for the organization other organization [36]. Organizational culture vote definitions can explain how culture evolves, how the culture it became what it is today, or how the culture can be changed if the survival of the Organization is at stake [39]. Organizational culture has ten characteristics, namely: individual Initiative, tolerance of risk, direction, integration, support from management, control, identity, reward system, tolerance of conflict and communication pattern. Individual initiative is the level of responsibility, freedom and independence which belonged to individuals. Tolerance of risky action is the extent to which employees are encouraged to act aggressive, innovative, and risk-taking. The briefing is the extent to which these organizations clearly creates goals and expectations about achievement. To what extent is the level of integration of the units in the Organization's push to work with coordinated ways. [40] Support from management is the level of the degree to which managers give clear communication, assistance and support to their subordinates. Control is the number of direct supervision rules and used to monitor and control the behavior of employees. Identity is the level the extent to which the members of identifying himself with the Organization as a whole compared to a particular working group or with the professional areas of expertise. Reward system is the level of the extent to which the allocation of rewards (salary increases, promotions) is based on the criterion of employee accomplishments as the opposite of seniority, the attitude of favouritism and so on. Conflict is the level of tolerance of the extent to which employees are encouraged to be critical of the conflict. The communication pattern is the extent to which the Organization's communication level is constrained by the formal hierarchy of authority [5]. Model hypothesis 2 : there is a significant positive influence on the organizational culture of organizational citizenship behavior towards (OCB).

Locus of Control
The concept of Locus of Control can be defined as how one's perspective toward something the event whether he can or cannot control events that occur on her [38]. Locus of control as the perception of a person about the source of his fate [36]. Locus of control theory concepts into two kinds, namely: 1) Internal locus of Control, those with an internal locus of control believe that every single thing that happened in his life is the result of the activity itself and under the control of himself. Myself and be the main focus as the insurer of liability for anything that happens in her life. For example, if it gets the value in a test, people with

this internal type will be proud and praised him when it gets good value or even self-deprecating when it gets bad grades. 2) External Locus of Control, Instead of the person they have an external locus of control types believe that everything that happens is beyond the control of himself [38]. According to them, the environment and social situation around him influence the events that occurred in his life. For example, when receiving the test results, if the results were good he would praise guru or anything outside of himself, instead of getting bad grades, he will blame the teachers, exam questions, circumstances, or anything around him. Personality trait locus of control (LOC), defined as the common expectation that award, reinforcement, and results in life are controlled by individual action, (internality), or by the strength in the external environment (externalities) [38]. It predicts internal motivation and the ability to achieve the desired result [26]; OCB by definition directed on an organization's desired results. In the research organization, the locus of control has been defined as a level where someone looks at an event as under the control of its own (internal locus) or under the control of others (external locus). Individuals with an internal locus of control are called a strong internal. Conversely, individuals with a strong external locus of control are called externally. Because internal think they have greater control of the environment, they will exert great efforts to achieve their goals and then they tend to be more successful in recognition, salary increases, and promoted in their organization rather than external. Thus, it may be expected that individuals with an internal locus of control will have the level of organizational commitment and job involvement is higher than the individual with an external locus of control. People who scored high on an internal locus of control can expect reinforcements, rewards, and their results will be improved with the help of their citizenship behavior. Model hypothesis 3: there is a significant positive influence of Locus of Control against the Organizational Citizenship Behavior (OCB).

Organizational citizenship behavior (OCB)

Variable behavior of organizational citizenship is defined as a behavior of member organizations which contribute to the better in terms of employment, which is where such behavior is not in his job but can help the effectiveness of organizations [27]. Such behavior is not a requirement that has to be done by employees but carried on its own initiative and voluntarily without any explicitly Awards [29]. Organizational citizenship behavior as the behavior of individual Extras, which are not directly or explicitly recognized by the formal reward system, and overall promoting the effective functioning of the Organization [32]. Such behavior is not required and implemented from the role or job description, but the behavior that is a personal choice without coercion, so that omissions in such behavior did not receive punishment. Dimensions of Organizational Citizenship Behavior that is Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue [27], [31]. Altruism is behavior helps colleagues with specific tasks or issues which are relevant to the job. Altruistic assistance including helping others in their work situation as orienting new employees [43], [27]. Interpersonal assistance contributed to the achievement of goals through actions that boost morale, encourage cooperation, remove obstacles to

performance, and facilitate interpersonal and social context that is necessary for the performance of work effective [47], which also serves to improve the work of someone. Conscientiousness is the behavior of employees that go beyond the minimum requirements such as attendance, comply with regulations, appropriate working time working hours, rest time has been determined and so on. Conscientiousness is a free behavior that goes beyond the minimum requirements of the role of the Organization, such as a phone call to take care of business from home. The importance of the OCB for nearly all forms of organization and noted that the OCB increases the effectiveness of the Organization in many ways. [43] found that components of organizational Justice have a strong positive effect on OCB. Sportsmanship is the attitude of the employees do not complain against a State that is less acceptable, always avoid complaining and not exaggerate the nature of a problem. The attitude of sportsmanship, willingness to tolerate discomfort and imposition work without complaining [27], maintain a positive attitude even when there's a problem, don't get offended when others ignored the advice of a person, and to sacrifice personal interests for the good of the Group [32], contribute to a positive work environment [25]. Courtesy is the polite behavior on the employee intended to prevent problems associated with work with others going. Manners mean they treat others with respect. Civic Virtue is a good membership behavior, feel a responsibility to participate on a voluntary basis and provide support to the functions of the organization. It is necessary to provide the services necessary for the interests of the organization. The measurement of organizational citizenship behavior variables adopted the questionnaire research Podsakoff P. M., et al [31], Civic virtue means that employees are responsible for participating in, and pay attention to, the welfare of the company. Positive contribution to organizational performance received OCB widely. This important contribution to the success of the Organization, it is important for organizations to understand how and why an employee involved in the OCB [32]. From the review, then organized a theoretical thought skeleton that expressed the influence between variables in this study, to be clear - explaining the theory of theoretical thought described in this following picture:
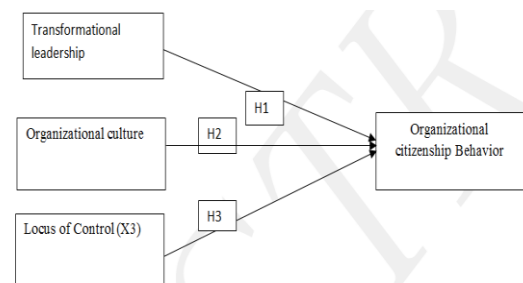
The hypothesis

Based on the proposed issues, research objectives, and the cornerstone of the theory regarding the research above, so the hypothesis proposed is as follows:

H1: *Transformational Leadership positive effect against the Organizational Citizenship Behavior (OCB)*

H2: *Organizational culture positive effect against the Organizational Citizenship Behavior (OCB)*

166

H3: The Locus Of Control to the positive effect against the Organizational Citizenship Behavior (OCB)

3.   METHOD

This research is an explanatory research that would prove the relationship between the the independent variable that are Transformational Leadership, organizational culture and Locus Of Control variable and the dependent variable i.e. Organizational Citizenship Behavior (OCB). That is also as a correlations research, i.e. research that seeks to see if between two or more variables have a relationship or not, and how big that relationship and how such relationship direction [41]. Make data retrieval techniques with the use of a questionnaire survey method as a means of collecting of data and information. The population in this study are all employees of non-educators employee of IAIN Jember as many as 144 people. While the selection of samples is taken a number of 134 people. Sampling technique was purposive sampling technique. [41] prior to test hypothesis, has been made the test of basic assumptions, namely the test of normality and a classic assumption test, namely the test of heteroskedasticity and autocorrelation test. Transformational leadership with variables, variable organizational culture and Locus Of Control and variable OCB that meets validity and reliability. Transformational leadership in this research will be measured through transformational leadership scale adaptation [49]. Organizational citizenship behavior of the employees will be measured using a scale [44]. That transformational leaders are more effective because they are more creative, and also they have always encouraged his followers to be creative. A company with a transformational leadership style has a sense of responsibility and risk-taking [36]. There are five components on transformational leadership, namely attributes influence idealistic, influence behavior, motivation, intellectual stimulation and inspirational individual attention [1]. While the scale of the culture of the Organization, among others, professionalism, distance management, trust in co-workers and integration [16]. Questionnaire for the locus of control and Seibert, Grant and Kramer for proactive personality. Locus of control variables corresponds to the original questionnaire made by Rotter, internal locus of control variable and an external locus of control variables [38]. The scale of organizational citizenship behavior. The aspects measured is altruism (teamwork), conscientiousness (discipline in work), sportsmanship (not complaining in the works), courtesy (keeping the corporate image), and the civic virtue (professional in using assets) as expressed by the Organ [29]. Multiple linear regression analysis was used to test the hypothesis concerning the influence of transformational leadership perceptions and variable organizational culture and locus of control against organizational citizenship behaviour (OCB). While the statistical analysis performed multiple linear regression and includes hypothesis testing Research Data processed using the statistical program SPSS version with the help of 22.0. The coefficient of determination (R2) is used to determine what percentage variation of the dependent Variable can be explained by variation in the independent variable. The value of R² is between 0 and 1. Simultaneous trials (test F) and partial test (test t) were conducted to test the hypothesis that has been made. The following equation based on the variables used in this study:

$$Y = a + \beta1X1 + \beta2X2 + \beta3X3 + e$$

Description of Parallels between other α as constant; β1, β2 and β3dalam coefficients of the independent variables. X 1 is the leadership style; X 2 is the culture of the Organization; X 3 is a Locus Of Control and Y is the Organizational Citizenship Behavior

4.   RESULTS AND DISCUSSION

a.   The results

The distribution of the respondents on the basis of gender in this research are as follows that of the 134 respondents male as much as 106 people, and as many as 28 people. The distribution of respondents according to age as follows that of the 12 respondents age 20 -30 at intervals of years, the age of 31-40 years as many as 50 people, aged 41-50 years as many as 49 people and at the age of 51-60 years as many as 23 people. The distribution of respondents according to educational level as follows that with the highest education high school as many as 30 people, the highest education under graduate as many as 14 people and educated scholars as much as 73 people and highest education Masters as much as 17 people.

Validity and Reliability

Test validity as a measure in the current study, use correlation Pearson product-moment is to correlate each item with a statement of the total score, then the results of correlate compared to the critical significance level of 5%. Based on the validity of the test results were known that all 2-tailed sig smaller than 0.05 so used valid questionnaires. Reliability test results can be viewed from the value of Cronbach Alpha for each variable. This instrument is said to be reliable if the value of Cronbach Alpha is greater than 0.06. From the results of the analysis of the obtained numbers to the leadership style (X 1) Cronbach's alpha value = 0.983, organizational culture (X 2) = 0.970, locus of control = 0.955 and Organizational Citizenship Behavior (Y) = 0.984. From here it can be concluded that the questionnaire is reliable.

Normality Test

On the results of the test showed that the value of Asymp Normality. SIG is because its value is greater than α = 5%, it can be stated that the data are qualified normality.

Test Results-Classical Assumptions

Multi-colinearity test aimed at testing whether the regression model finds the correlation between independent variables (the independent), the regression models that should not happen good correlation between independent variables. If the value of 0.1-tolerance and VIF > < 10, it can be concluded that there is no multicollinearity between the independent variables in the regression model [14]. The analysis showed that all the variables Value tolerance is greater than 0.1 is 0.999 against leadership style (X 1); 0.998 on organizational culture (X 2); 0.998 on the locus of control (X 3) multi-collinearity not happening can be inferred. On the test heteroskedasticity in this study, it was concluded that multiple regression model free of the symptoms heteroskedasticity. A classic assumption test results performed on the data in the study shows that the

167

data used in this study meets the classical assumption of distributed data, that is normal without symptoms of no autocorrelation, multicollinearity and no symptoms of heteroskedasticity so it can be inferred that the regression model used in this study have a decent [14]

Table 1
RESULT OF MULTIPLE REGRESSION ANALYSIS
Coefficients*

Model		Unstandardized Coefficients		Standardizad Coefficients		
		B	Std. Error	Beta	t	Sig
1	(Constant)	-639	.208		-3.065	.003
	X1	-397	.029	.487	13.808	.000
	X2	-657	.040	.350	16.616	.000
	X3	-483	.068	.168	7.133	.000

***Sources:** the results of the data processed from the SPSS version 22*

From the above table it can be formulated in the model:

Y =-0.639 + 0, 397X1 + 0, 657X2 + 0, 483X3 + ε (2)

Description of the equation:
The value of α is 0.639 means that if there is a style of leadership, there is organizational culture and locus of control against the OCB is positive. The value of beta (β_1) was 0.487, which means that if X 1 up to one unit, then the organizational citizenship behavior will be increased by 0.487 units. β_2 0.350 value, which means that if X 2 increases a unit, then the organizational citizenship behavior will be increased by 0.350 units. β_3 Value 3 is 0, 168, i.e. If X 3 increases a unit, then the organizational citizenship behavior will be increased by 0.168 unit.

The coefficient of determination (R2)
The coefficient of determination (R2) basically measures how much the ability of the model to explain the variation in the dependent variable. Determination of the coefficient used in the study was adjusted R2. From the calculation, adjusted R2 is 99.8% high above 80% mean an increase in Organizational Citizenship Behavior is affected by the independent variable used in the model equation in this research, while the remaining 2% influenced by other factors not present in the regression model in this study. This is possible because IAIN Jember is a Religion in which the regulation and the provisions of the Ministry of Religion refers to the rules and regulations of higher education Government of Indonesia but also using their own rules and regulations. such as transformational leadership, organizational culture, and locus of control.

Simultaneous Test Results (Test F)
Statistical tests are all basically F independent variable or non-inclusion in the model has an effect on the dependent variable/simultaneous dependent [14]. F test results are listed in the table:

Table 2
Hasil Uji F
ANOVAª

Mode		Sum of Square	DF	Mean Square	F	Sig.
1	Regression	42474.182	3	14158.061	27964.390	.000ᵇ
	Residual	65.818	130	506		
	Total	42540.000	133			

a. Dependent Variable: Y
b. Predictors: (Constant), X 3, x 2, x 1
***Sources:** the results of the data processed from the SPSS version 22*

Based on the test F above, it can be seen that the resulting count value of F is 27964.390 greater than F table 3.07 (27964.390 > 3.07) then H0 H2 accepted rejected. Thus it can be concluded that there was a simultaneous influence of X 1, x 2, and X 3 Against Y

The test results are Significant partially (t-test)
To test the t shows that for job satisfaction (X 1) t-3.065 value and t = table 13.808 and probability values ≤ 0.05 0.000 which suggests that transformational leadership of influential variables significantly to organizational citizenship behaviour (Y Variable) organizational culture (X 2) value t calculate equals 16.616 table and t = 0.05 probability and value 2.012 of 0.000 indicates that variable organizational culture (X 2) effect significantly to organizational citizenship behaviour. Locus of control variables for (X 3) value of t and t = table 7.133 2.012 and 0.000 < value probability 0.05. This suggests that the locus of control variables (X 3) effect significantly to organizational citizenship behaviour (Y)

Table 3
HASIL Uji Linear Berganda
coeffcientsª

model		Unstandardized Coefficients		Standardized Coefficients	t	
		B	Std. Error	Beta	Sig.	
1	(Constant)	-.639	.208		-3.065	.003
	X1	.397	.029	.487	13.808	.000
	X2	.657	.040	.350	16.616	.000
	X3	.483	.068	.168	7.133	.000

Disussion
Research results show that transformational leadership simultaneously (x1), culture of Organization (x2), locus of control (x3) influential significant organizations citizenship behaviour. It can be understood that, if implemented with transformational leadership backed by a strong organizational culture will encourage employees to have an extra role or organizational citizenship agents. In IAIN Jember leaders always want to give a good in the form of increased organizational citizenship behaviour. The culture of a given organization is meant to give a boost or value to employees behave so expect an extra role in order to increase productivity in the organization. Independently or each variable partial analysis results are as follows: The influence of Transformational Leadership against Organizational Citizenship Behaviour. From the results of

168

the calculation of t-count (13.808) > t-table (1.664) or sig t 0.000 < 0.05, thus H1 is accepted. Then there is the positive influence can be inferred and significant transformational leadership against the Organizational Citizenship Behavior in IAIN Jember. The analysis showed that transformational leadership effect significantly to organizational citizenship behaviour. The results of this research are the same as the study [15], Osman [30]. The same study also has done the Garba [13] leadership relating to citizenship-oriented behaviour (OCB) by showing hospitality. The same study also has done Humphreys [18] stating the transformational leadership has a positive and significant effect against the OCB. This showed that transformational leadership are perceived both by employees. These results indicate that the behaviour of leaders capable of delivering the objectives of the organization with, evoke the creativity of subordinates and give attention to the needs of subordinates will increase the behaviour of OCB subordinates. Increase the OCB initiative of employees to want to help or help a fellow co-worker and then want to always keep good relations with his fellow co-workers to avoid quarrels. Willing to accept and execute any procedure specified organization, and engage and participate in every activity planned and organized organization. OCB employees can be improved by increasing the intensity of the application of transformational leadership.

The influence of organizational culture towards Organizational Citizenship Behavior

From the results of the calculation of t-female (16.616) > t-table (1.664) or sig t 0.000 < 0.05, and H2 are received. Then there is the positive influence can be inferred and significant organizational culture towards Organizational Citizenship Behavior in IAIN Jember. This means that if the organizational culture increases, then the organizational citizenship behaviour employees will experience increased. The results of this research to realize the implementation of the organizational culture that exists in the instance, the indispensable support and participation from all employees that are in the scope of the organization. Employee perceptions regarding the existence of the fact to culture organizations formed the basis of the aforementioned employees behave. the organizational culture that exists in the form of integrity, professionalism, and respect for example employees who perform. Integrity is reflected in the form of honesty, keep the good name of establishments and obedient employee code of conduct. The test results in this research indicate that organizational culture significantly affects organizational citizenship behaviour. These results support research conducted by Charlotte, [7]; Chao Miaoa, et al, [8]; [5] in their research that the effectiveness of different cultures will show additional validity and effect positive organizational citizenship behaviour towards (OCB). Organizational citizenship behaviour (OCB) along with the internalization of organizational culture. Employees who already understand the overall cultural values that exist in the Organization will have an effect on the behaviour of OCB organizational culture, which has been internalized and gives the ability to minimize the deviations and the ability to adapt with the changing situation. It is crucial for the Organization and all employees in the running of the Organization and interacts

with their environment, as well as in how to manage personnel internally and the relationship between the tops with subordinates. Organizational culture will be very influential in completing its work. IAIN Jember some organizational culture is given to employees who do: employees can do the work professionally, the existence of cooperation among colleagues and between divisions, trust in co-workers, have integrity in running job. IAIN Jember in improving organizational culture is relatively good in which almost all employees in each section has shown that it has the integrity to do my best and work together to complete a task for the sake of the best results from the given task. Influence of Locus Of Control against the Organizational Citizenship Behavior From the results of the calculation of t-female (7.133) > t-table (1.664) or sig t 0.000 < 0.05, thus the H3 received. Then there is the positive influence can be inferred and significant locus of control against the Organizational Citizenship Behavior of employees in IAIN Jember. Based on the research of experts then can be taken some analysis as follows, if employees tend to have an internal locus of control he will sure ability himself to solve a problem, so it will cause organizational citizenship behaviour is increasing and is expected to improve the performance and productivity of employees IAIN Jember. Where is getting good employees of Control Locus, then he will likely improve organizational citizenship behaviour. The results of the statistical analysis of the study showed a significant positive influence on internal locus of control against agent Commonwealth organizations. Previous studies of the relationship of LOC-OCB has produced conflicting results and inconsistent. The correlation between internal controls and performance of the citizens [45]. Reciprocal relationships between the LOC and OCB are ranked and Associates rankings, despite the negative relationship between score OCB who ranked and are ranked peers implies that no conclusions should be made of the research [15]. Internal work LOC did not correlate significantly with the OCB in a sample of managers of Chinese and U.S. students [3]; However, the LOC is correlated with internal organizational citizenship behaviour in a study of U.S. Government employees. The same study also performed David b. Turnipseed et al [10] Relations organizational citizenship behaviour and locus of control a positive relationship of locus of control score on working with the score on each of the four dimensions that are tested from citizenship organizations, as well as the total behaviour of the citizen's organization. Internal locus of control effect on the behaviour of organizational citizenship. In IAIN Jember some Locus of internal control the direction always motivate employees to foster a Locus of Control, among other things: to gain the achievements of employees have to work hard, work earnestly with exerting every ability owned. As a result, In IAIN Jember feels and looks to the effect that almost all employees in each section have shown that the best achievements and maximize capabilities to accomplish the task for the sake of the best results of the given tasks so as to increase productivity in college.

5. CONCLUSIONS AND SUGGESTIONS

Conclusions in this study are: 1). transformational leadership is a positive and significant effect are partial toward organizational citizenship behaviour (OCB) employees on

169

IAIN Jember. This condition indicates a transformational leadership if the increase then employees at OCB IAIN Jember also experienced an increase. 2) organizational culture positive and significant influence partially against the organizational citizenship behaviour (OCB) employees on IAIN Jember. This condition indicates if the organizational culture increases then the OCB employees on IAIN Jember also experience increased 3) Locus of internal control positive and significant effect in organizational against partial citizenship behaviour (OCB) employees at IAIN Jember. This condition indicates if the Locus of Control is increasing then the OCB employees at Jember IAIN also has increased. 4 Transformational Leadership) is the most dominant variable effect significantly to organizational citizenship behaviour (OCB) employees with a value of the t-test of 13.808, the probability of Sig. 0.000. While the variable value of the organizational culture of t-test of 16.616, probability Sig. 0.000. While the locus of control variable the value of the t-test of the Sig, probability 7.133.0.000 level of confidence (Alpha) of 1%. The implication of theory, the leadership should enhance good relations with them and can use power fairly and transparently. The leadership should pay attention to and improve Organizational Citizenship Behaviour of employees in the mastery of work, teamwork ability. The leadership must be able to regenerate confidence in the Organization's values, engagement and loyalty in employees in order to increase the work accomplished the employee. The implications of maintaining and improving the culture of the Organization, in addition to continuing to perform evaluations and adjustments to changes-changes that occur both inside and outside the organization that does not comply with the conditions and influential directly against the cultural changes, for example, technological development, leadership style, work culture. Further research is recommended to expand the population, location and the object of research, not only limited to the institution of Islamic college but, can be done in other agencies, in boarding schools or other religious colleges, for a prof that the understanding of religion will encourage someone to have a good behaviour of OCB.

REFERENCE

[1]. Avolio, B.J., Zhu, W., Koh, W., Bhatia, P., 2004. Transformational leadershipand organizational commitment: mediating role of psychological empow-erment and moderating role of structural distance. J. Organ. Behav. 25,951–968.

[2]. Bass, B. M. (1985). Leadership and Performance beyond Expectation. New York, NY: Free Press

[3]. Blakely, G. L., Srivasta, A., & Moorman, R. H. (2005). The effects of nationality, work role, and work locus of control on role definitions of OCB. Journal of Leadership and Organizational Studies, 12, 103 – 117. https://dx.doi.org/10.1177/107179190501200109

[4]. Blau, P.M. 1964. Exchange and Power in Social Life. New York: Wiley

[5]. Brannen DE, McDonnell MA, and Schmitt A. 2013. Organizational Culture on Community Health Outcomes After the 2009 H1N1 Pandemic. Journal of Organizational Culture, Communications and Conflict, 17(1), 1-17.

[6]. Burns, J. M. (1978). Leadership. Oxford: Harper & Row

[7]. Charlotte M. Karama,, Catherine T. Kwantes, 2011, Contextualizing Cultural Orientation and OrganizationalCitizenship Behavior, Journal of International Management 17 (2011) 303–315

[8]. Chao Miaoa,, Ronald H. Humphreyb, Shanshan Qian, 2018, A cross-cultural meta-analysis of how leader emotional , intelligenceinfluences subordinate task performance and organizational citizenship behavior, Journal of World Business (2018),

[9]. Chiaburu DS. and Byrne AS. 2009. Predicting OCB Role Definitions: Exchanges with the Organization and Psychological Attachment. Journal of Business Psychology, 24, 201-214

[10]. David L. Turnipseed and Calvin M. Bacon, JR, 2009, Relation of Organizational Citizenship Behavior and Locus Of Control, Psychological Reports, DOI 10.2466/PR0.105.3.857-864

[11]. Fox, S., Spector, P. E., Goh, A., Bruursema, K., & Kessler, S. R. (2009). The deviantcitizen: Clarifying the measurement of organizational citizenship behavior and its relation to counterproductive work behavior. Loyola: University Chicago

[12]. Funderberg, S. A., & Levy, P. E. (1997). The influence of individual and contextual variables on 360-degree feedback system attitudes. Group & Organization Management, 22, 210 – 235. https://dx.doi.org/10.1177/1059601197222005

[13]. Garba Omale A, Mayowa T. Babalola, Liang Guo, 2018, A social exchange perspective on why and when ethical leadership fostercustomer-oriented citizenship behavior, nternational Journal of Hospitality Management 70 (2018) 1–8

[14]. Gozali, Aplikasi Analisa Multivariate dengan Program SPSS IBM, Badan Penerbit Universitas Diponegoro , Semarang, 2011

[15]. Groves, K. S., & Feyerherm, A. E. (2011). Leader Cultural Intelligence in Context: Testing the Moderating Effects of Team Cultural Diversity on Leader and Team Performance. Group & OrganizationManagement, XX(10), 1-32.

[16]. Gundersen, G., Hellesoy, B.T., Raeder, S., 2012. Leading international projectteams: the effectiveness of transformational leadership in dynamic workenvironments. J. Leadersh. Org. Stud. 19, 46–57

[17]. Hofstede, G. 1991. Culture and Organization: Software of The Mind. New York: McGraw-Hill.

[18]. House. R. J. (1996). Path-goal theory of leadership: Lessons, legacy, and a refor-mulated theory.The Leadership Quarterly, 7(3), 323e352.

[19]. Humphreys JH. (2012). Transformational leader behavior, proximity and successful services marketing.Journal of Services Marketing, Vol. 16, 93 No. 6, 487-502.

[20]. Jensen, J. L., Olberding, J. C., &Rodges, R. (1997). Closeness of supervision, leader-member exchange (LMX) and subordinate performance: A meta- analytic test of theory. Paperpresented at the National Academy of Management Conference, Boston, MA.

[21]. Judge and Picolo, R. F., &et Ilies, R. (2004). The forgotten Ones?The validity ofconsideration and initiating structure in leadership research.Journal of AppliedPsychology, 89(1), 36e51.

[22]. Kambu, A., Troena, E. A., Surachman, & Setiawan, M. (2011). Pengaruh leader- member exchange, persepsi dukungan organisasional, budaya etnis papua dan organizational

[23]. Livermore, D. (2011). The CultrualIntelligence Differences: master the one skill you can't do without in today's global economy. New York: AMACOM.

[24]. Miner, J.B. 1988. Organizational Behavior: Performanceand Productivity. New York: Random House, Inc

[25]. Marie-Claude Gaudeta,*, Michel Tremblay, 2017. Initiating structure leadership and employee behaviors: The role ofperceived organizational support, affective commitment and leader-member exchange, European Management Journal xxx (2017) 1e13

[26]. Neuman, G. A., & Kickul, J. R. (1998) Organizational citizenship behaviors: achieve-ment orientation and personality. Journal of Business and Psychology, 13, 263-279

[27]. Noe, R. A. (1988). Women and mentoring: A review and research agenda. Academy of Management Review, 13, 65 – 78.

[28]. Organ, D.W. 1988. Organizational Citizenship Behavior :The Good Soldier Syndrome. Lexington, MA: Lex-ington Books

[29]. Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-uptime.Human Performance, 10,85e97.https://doi.org/10.1207/s15327043hup1002_2.

[30]. Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). OrganizationalCitizenship Behavior: Its Nature, antecedents, and Consequences. London: Sage Publication Inc.

[31]. Osman, Abdulllah. Arman Hadi Abdul Manaf, 2014, An Analysis On Student Leadership Behaviour: A Higher Education Institutional Perspective, International Journal Of Scientific & Technology Research Volume 3, Issue 8, August

[32]. Podsakoff PM, MacKenzie SB, Moorman RH, and Fetter R. 1990. Transformational Leader Behaviors and Their Effect on Followers' Trust in Leader, Satisfaction and Organizational Citizenship Behaviors. Leadership Quarterly,107-142.

[33]. Podsakoff, P.M., MacKenzie, S.B., Paine, J.B., dan Bachrach, D.G. 2000. "Organizational Citizenship Be-havior: a Critical Review of Theoretical Empirical Lit-erature and Suggestions for Future Research".Jour-nal of Management, 26 (3):5 13–563.

[34]. Podsakoff, P. M., MacKenzie, S. B., and Bommer, W. H. (1996). Transformationalleader behaviors and substitutes for leadership as determinants of employeesatisfaction, commitment, trust, and organizational citizenship behaviors.J.Manage. 22, 259–298. doi: 10.1177/014920639602200204

[35]. Raineri, N., Paille, P., & Morin, D. (2012). Organizational Citizenship Behavior: An Intergenerational Study. Revue Internationale de Psychologie Sociale, 147-177.

[36]. Rioux, S. M., & Penner, L. A. (2001). The causes of organizational citizenship behavior: a motivational analysis. Journal of Applied Psychology, 86(6), 1306-1314.

[37]. Robbins SP. and Judge TA. 2013. Organizational Behaviour (15 ed.). New York: Prentice Hall International.

[38]. Rose, Kevin. 2016.Examining Organizational Citizenship Behavior in the Context of Human Resource Development: An Integrative Review of the Literature. Human Resource Development Review1–22

[39]. Rotter JB. Generalized expectancies for internal versus external control of reinforcement. Psychological Monographs: General and Applied. 1966;80(1):1-28.

[40]. Schein. 1992. Organization Culture and Leadership, Se-cond Edition, Jossey-Bass Publihser, San Francisco California

[41]. Schein, E. H. (2010).Organizational culture and leadership, Vol. 2. New Jersey: JohnWiley & Sons

[42]. Sekaran, Uma , Research Methods For Business, Terjemahan Kwan Men Yon, Buku 2, Edisi 4, penerbit Salemba Empat Jakarta, 2006.

[43]. Smircich, L. (1983). Concepts of culture and organizational analysis.Administrative Science Quarterly(pp. 339–358), 339–358

[44]. Smith, C. A., Organ, D. W., & Near, J. P. (1983) Organizational citizenship behavior: its nature and antecedents. Journal of Applied Psychology, 68, 655-663.

[45]. Spector, P. E., Chen, P. Y., & O'Connell, B. J. (2000). A longitudinal study of relationsbetween job stressors and job strains while controlling for prior negativeaffectivity and strains.Journal of Applied Psychology, 85,211e2

[46]. Spector, P.E.; Cooper, C.L. Sanchez, J. I; O'Driscoll, M; & Sparks, K. (2002). Locus of control and wellbeing at work: How generalizeable are western findings? Academy of Managerial Journal 45(2) 453-466

[47]. Tyssen, A.K., Wald, A., Spieth, P., 2013. Leadership in temporaryorganizations: a review of leadership theories and a research agenda. Proj.Manag. J. 44, 52–67

[48]. Van Scotter, J. R., & Motowidlo, S. J. (1996) Interpersonal facilitation and job dedi-cation as separate facets of contextual performance. Journal of Applied Psychology, 81, 525-531.

[49]. Yukl, G. (2010). Leadership in Organizations. 7th ed. Upper Saddle River, N.J: Prentice hall

[50]. Zhu, W., Avolio, B.J., Walumbwa, F.O., 2009. Moderating role of followercharacteristics with transformational leadership and follower work engage-ment. Group Org. Manag. 34, 590–619

● **14% Overall Similarity**

Top sources found in the following databases:

- 14% Publications database
- Crossref Posted Content database
- Crossref database

TOP SOURCES

The sources with the highest number of matches within the submission. Overlapping sources will not be displayed.

1	Christoph Nohe, Guido Hertel. "Transformational Leadership and Orga... Crossref	2%
2	Suwaldiyana Suwaldiyana. "The Increasing of Employee Performance ... Crossref	1%
3	AGUS PURWANTO, John Tampil Purba, Innocentius Bernarto, Rosdian... Crossref	1%
4	David L. Turnipseed. "Emotional intelligence and OCB: The moderating ... Crossref	1%
5	Parashar, Sanskriti. "Optically Stimulated Luminescence Study of Synt... Publication	<1%
6	Muh Akil Rahman. "INFLUENCE OF STYLES OF WOMEN LEADERSHIP A... Crossref	<1%
7	Efrita Norman, Arman Paramansyah, M Syarwani Abdan. "The Role of ... Crossref	<1%
8	David L. Turnipseed, Calvin M. Bacon. "Relation of Organizational Citiz... Crossref	<1%
9	Shah, Kevil. "Synthesis and Characterization of LaX (X = O, S, F) Compo... Publication	<1%

10 Jerry Johnson, Pascal Haegeli, Jordy Hendrikx, Scott Savage. "Acciden...
Crossref
<1%

11 Martinez Magana, Edna Lillian. "The Impact of Long-Term Orientation a...
Publication
<1%

12 Mallory, Kevin L.. "The Impact of Transformational Leadership, Organiz...
Publication
<1%

13 Perez, Eddy Darcy. "The Relationship Between Spirituality and Mental ...
Publication
<1%

14 Walter C. Borman, Louise A. Penner, Tammy D. Allen, Stephan J. Moto...
Crossref
<1%

15 Jurgita Lazauskaite-Zabielske, Ieva Urbanaviciute, Dalia Bagdziuniene....
Crossref
<1%

16 Lao, Rey A.. "Leadership Strategies for the Successful Implementation ...
Publication
<1%

17 Scheetz, Andrea M.. "The Effect of Psychological Contract Violations o...
Publication
<1%

18 Mihail Busu. "Assessment of the Impact of Bioenergy on Sustainable E...
Crossref
<1%

19 Baek-Kyoo Joo, Sung Jun Jo. "The effects of perceived authentic leade...
Crossref
<1%

20 Linna Xu, Zhi Liu, Ming Ji, Yuntao Dong, Chia-Huei Wu. "Leader Perfecti...
Crossref
<1%

21 Vanessa Magalhães Barbosa, Cláudia da Silva. "Correlation between re...
Crossref
<1%

22 Yang, Cheng-Yen. "The Relationship Among Psychological Ownership, ...
Publication
<1%

23 Archon, Robert J.. "Relating Leadership Style to Communication Satisf...
Publication
<1%

24 Claudine McCarthy. "Learn to lead across generations", College Athleti...
Crossref
<1%

25 Eleonora Gabriela Conţu. "Organizational performance – theoretical and...
Crossref
<1%

26 Rao, Hassan Mahfooz. "Determinants of Organisational Citizenship Be...
Publication
<1%

27 Lamm, E., J. Tosti-Kharas, and E. G. Williams. "Read This Article, but D...
Crossref
<1%

28 Mohammed, Nasir Olalekan. "Organizational Culture Practices and Em...
Publication
<1%

29 Vázquez Rosado, Anja S.. "Enhancing Relationship Quality through Tra...
Publication
<1%

30 Adebakin, Moruf Akanni. "Justice Perception and Organizational Citize...
Publication
<1%

31 Brown, Terrence M.. "Servant Leader Attributes and Motivation in Veter...
Publication
<1%

32 Efah, Ernest. "Prediction of Psychological Capital on Organizational Cit...
Publication
<1%

33 Fakhredin Taghinezhad, Mahboobe Safavi, Afsaneh Raiesifar, Sayed H...
Crossref
<1%

34 Lecture Notes in Computer Science, 2003.

Crossref

<1%

35 Lirio-Casa, Dorothy-Ann. "The Perceived Factors that Influence Conting...

Publication

<1%

36 Zovio. "Business and Film: A Reader", Zovio Inc, 2021

Publication

<1%