

THE INFLUENCE OF AGILE LEADERSHIP AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF CIVIL SERVANTS AT THE ALIANYANG HEALTH CENTER IN PONTIANAK CITY

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Abstract. This study aims to examine the impact of Agile Leadership and Organizational Culture on Organizational Citizenship Behavior at Alianyang Health Center. Using an associative quantitative approach, the study involves 38 respondents selected via total sampling. The data collection methods include instrument validation and reliability tests, classical assumption tests (normality, linearity, and multicollinearity tests), and hypothesis testing with multiple linear regression, correlation coefficient (R), coefficient of determination (R²), simultaneous tests, and partial tests. The multiple regression analysis yields the equation $Y = 1.811 + 0.297 X_1 + 0.307 X_2$. The correlation coefficient of 0.678 indicates a strong relationship between Agile Leadership, Organizational Culture, and Organizational Citizenship Behavior. The coefficient of determination reveals that 46% of the variation in Organizational Citizenship Behavior is influenced by Agile Leadership and Organizational Culture, while 54% is attributed to other factors not covered in the study. Simultaneous testing shows a significant impact ($F = 14.998 > F_{table} = 3.27$), confirming that both Agile Leadership and Organizational Culture significantly affect Organizational Citizenship Behavior. The partial test for Agile Leadership ($p = 0.002 < 0.05$) and Organizational Culture ($p = 0.003 < 0.05$) indicates significant effects on Organizational Citizenship Behavior.

Keywords: Agile Leadership, Organizational Culture, Organizational Citizenship Behavior

I. INTRODUCTION

The success or failure of an effort to achieve predetermined goals is largely determined by the abilities of the leader. Good and effective leadership skills are essential for building, encouraging, and promoting a strong culture within a company in order to achieve success. Therefore, expertise in leadership is essential for improving efficiency and achieving organizational goals. Every leader has a different leadership style. The way they view certain issues becomes their individual leadership capacity. It is undeniable that being a leader requires responsibility and a heavy and influential role. However, everything can be overcome if they use tactics and strategies that are appropriate to the situation.

According to Yukl in [1], leadership is the process of influencing others to understand and agree with what needs to be done and how to do it effectively, as well as the process of facilitating individual and collective efforts to achieve common goals. McKenzie and Aitken (2012) in [2] explain in more detail that agile leadership is the ability to cope with pressure from conflicting demands, negotiate differences in individual and organizational performance priorities, and unlearn past sources of success that are no longer relevant. According to Invancevich, et al (2007) in [1], organizational culture is what employees perceive and how those perceptions create a pattern of beliefs, values, and expectations. According to Kinicki &

Williams (2010) in [3] organizational Citizenship Behavior is employee behavior that is not directly part of their job description or is not a requirement that must be carried out in a particular role. In addition to leadership, organizational culture is also a factor influencing the achievement or non-achievement of organizational goals. According to [4], positive behavior and a supportive culture can significantly improve employee performance and productivity. When employees feel motivated and engaged, they tend to be more productive and perform better in their work. A strong organizational culture creates a consistent environment where employees understand what is expected of them and how they can contribute to the organization's goals.

Community Health Centers (Puskesmas) are government agencies operating in the health sector that play a crucial role in Indonesia's health system. According to Ministry of Health Regulation No. 75 of 2014, a Community Health Center is a health care facility that provides community health services and individual health services at the primary level, with a focus on promotive and preventive measures, to achieve the highest possible level of health in its service area.

The number of outpatient visits at the Alianyang Community Health Center from 2022 to 2024 can be seen in Table 1.1 below:

Table 1.1 Number of Outpatient Visits from 2022 to 2024

Year	Number of Outpatient Visits	Increase/Decrease (%)
2022	26.621	-
2023	28.623	7,52%
2024	31.318	9,41%

Source: Pontianak City Health Office, 2025

Table 1.1 shows that there was an increase in visits in 2023 by 7.52% and in 2024 by 9.41%. The increase in the number of visits means that the workload also increases, and an increased workload can cause a decrease in the OCB level of employees, because the workload must be distributed fairly. According to [5], to improve OCB, it is necessary to improve perceptions of organizational justice. Improving perceptions of organizational justice can be achieved through: (1) distributive justice, which relates to the fair allocation of outcomes such as salaries, workload, promotions, and punishments.

The Alianyang Health Center has 39 civil servants and 2 non-civil servants divided into several fields. The number of employees who hold more than one position is 40%. Employees with dual positions are those who hold two or more positions simultaneously within an organization. The Alianyang Health Center has several employees with dual positions, some of whom have more than one official appointment letter (SK). Most dual positions have SKs, while some do not. Dual positions with SKs are high-ranking positions, such as the Head of Administrative Affairs, Mrs. Ratnasari, who also serves as the Acting Administrative Officer. Positions without SK include the Health Promotion Coordinator, which is also filled by Mrs. Ratnasari as the Administrative Head.

The attendance system at the Alianyang Health Center still uses a manual method, requiring employees to sign an attendance sheet twice daily from Monday to Saturday. The first sign-in is at 7:15 AM, and the second is at 4:15 PM. The absence rate of civil servants at the Alianyang Health Center has fluctuated over the past three years. In 2023, the absence rate decreased by 106.01%, but in 2024, there was no increase or decrease. Dr. Alfonza Nunuk Utari has served as the Head of the Alianyang Health Center since 2018. The decrease in the absence rate of staff at the Alianyang Health Center is attributed to good leadership quality, as leaders have been able to foster discipline and a sense of responsibility in the workplace.

Based on the results of research conducted by [6], it shows that leadership style has a direct negative influence on absenteeism, meaning that good leadership style will reduce absenteeism. The results of [7] research indicate that organizational culture influences employee attendance at work. According to [8], OCB can have a positive impact on employee satisfaction and engagement in hospitals. When employees feel valued and given opportunities to contribute through OCB behavior, this can increase their job satisfaction and motivation.

The work performance of civil servants at the Alianyang Community Health Center in 2022-2024, in 2022, 2023, and 2024, showed that the performance of UPT Puskesmas Alianyang employees was good, with work results in line with expectations and work behavior in line with expectations. Based on the research findings of [9], it was found that Agile Leadership has a positive and significant impact on civil

servant performance. This can be interpreted to mean that agile leadership can improve employee performance. Organizational culture has a positive and significant influence on employee performance, according to [10]. There is a positive influence of OCB on performance; an increase in OCB can improve employee performance, according to [11].

In the era of globalization and rapid technological advancement, competency training has become a necessity for every individual and organization to face existing challenges. The number of employees participating in competency training at the Alianyang Community Health Center in 2023 decreased by 60%, but in 2024, it increased by 40%. The decrease in the number of employees participating in competency training in 2023 was due to several factors, such as unsuitable schedules and budget constraints, not poor leadership. According to Robbins & Judge (2008) in [12], organizations with employees who have good OCB will perform better than other organizations. Organ (1995) in [3], explains that organizational culture and climate can be strong drivers of the development of OCB within an organization. A positive organizational climate encourages employees to go beyond their personal tasks and what is required of them.

Based on interviews conducted with Dr. Alfonza Nunuk Utari and Mrs. Ratna Sari, Head of the Alianyang Community Health Center and Head of Administration, it was found that the work culture at the Alianyang Community Health Center has been implemented well in accordance with the basic values of BerAKHLAK. Every employee, from doctors to administrative staff, supports each other and works together to provide the best health services to the community. Good communication creates a harmonious work atmosphere. With a focus on patient service, all employees of the Alianyang Community Health Center are committed to listening to patients' complaints and needs so that every patient feels valued and cared for. The Alianyang Community Health Center always encourages innovation by implementing the latest technology, such as online registration through the Mobile JKN application, thereby reducing queues and waiting times at the health center.

This is done to improve the quality of health services at the Alianyang Community Health Center so that it continues to improve. Based on an interview with Dr. Alfonza Nunuk Utari, Head of the Alianyang Community Health Center, it is known that she understands the characteristics and abilities of her employees and trusts them to carry out the tasks she assigns them well. She feels she can adapt her leadership style to the changing conditions of the organization, such as organizational restructuring, the implementation of new technologies like fingerprint-based attendance systems, online service registration systems, and online complaint systems. She also always involves her staff in decision-making processes to ensure that the impacts are considered collectively. He can easily mingle with his employees, which makes them feel cared for and comfortable with his leadership. This leadership behavior is a characteristic of Agile Leadership. Horney (2016) in [2], explains leadership agility is leading with the ability to sense change (sensing) and respond (responding) to

environmental changes with focused, quick, and flexible actions.

Based on the above, the author is interested in conducting research titled The Influence of Agile Leadership and Organizational Culture on Organizational Citizenship Behavior (OCB) of Civil Servants at the Alianyang Health Center in Pontianak City.

II. RESEARCH METHOD

This study uses an associative approach, which aims to determine the relationship between two or more variables [13]. This study focuses on analyzing the relationship between two independent variables, namely Agile Leadership (X1) and Organizational Culture (X2), on the dependent variable, namely Organizational Citizenship Behavior (OCB) (Y), among Civil Servants at the Alianyang Community Health Center. The data used in this study were divided into two types, namely primary data and secondary data. Primary data was obtained through two methods, namely interviews and questionnaires. Interviews were conducted with Dr. Alfonza Nunuk Utari, Head of the Alianyang Community Health Center, and Mrs. Ratna Sari, Head of Administration at the Alianyang Community Health Center, to explore the role of Agile Leadership and Organizational Culture in the institution. Furthermore, questionnaires were distributed to all civil servants at the Alianyang Community Health Center to collect quantitative data on the three variables studied: Agile Leadership, Organizational Culture, and Organizational Citizenship Behavior. Secondary data in this study were obtained from various existing documents managed by the Alianyang Community Health Center. These secondary data include information related to the number of patient visits, employee data, employee categories, attendance data, and employee performance evaluation results, all of which support the analysis in this study [13]. The population in this study was all 38 civil servants at the Alianyang Community Health Center, excluding the head of the center. This population was selected because they are directly involved in organizational dynamics and are related to the variables studied. This study used a total sampling technique, in which all members of the population were included in the sample [14]. Therefore, the sample for this study includes all civil servants at the Alianyang Health Center, totaling 38 people. This study uses two types of variables, namely independent variables and dependent variables. The independent variables in this study are Agile Leadership (X1) and Organizational Culture (X2). The dependent variable in this study is Organizational Citizenship Behavior (OCB) (Y). This study uses a Likert scale to measure respondents' attitudes, opinions, and perceptions toward the variables being studied. This scale has five levels of response preferences, ranging from strongly agree to strongly disagree [14].

This study used several data analysis techniques to test hypotheses and analyze relationships between variables. Validity testing was conducted using Pearson Product Moment correlation to measure the extent to which the research instruments could measure the intended variables. The instruments were considered valid if the correlation coefficient

value was greater than the r-table value [13]. Additionally, reliability tests were conducted using Cronbach's Alpha method. An instrument is considered reliable if the reliability coefficient is greater than 0.60 [13]. To ensure the classical assumptions in the regression model, several tests were conducted. The normality test uses the One Sample Kolmogorov-Smirnov method to determine whether the data is normally distributed, with a significance criterion greater than 0.05 [15]. The linearity test is conducted using the Test for Linearity, where the relationship between two variables is considered linear if the significance is less than 0.05 [15]. Multicollinearity tests were used to ensure there was no high correlation between independent variables, by checking the tolerance value > 0.10 and $VIF < 10$ [16]. To test the simultaneous influence of independent variables on the dependent variable, multiple linear regression analysis was used. The regression equation used was: $Y = a + b_1X_1 + b_2X_2$ Where Y is Organizational Citizenship Behavior (OCB), X1 is Agile Leadership, and X2 is Organizational Culture. Furthermore, the correlation coefficient (R) was used to measure the strength of the relationship between independent and dependent variables, using Pearson Product Moment [13]. The coefficient of determination (R^2) is used to determine the contribution of independent variables to the dependent variable [13]. The F-test is used to test the simultaneous influence of independent variables on the dependent variable [13], to determine whether Agile Leadership and Organizational Culture together have a significant effect on Organizational Citizenship Behavior (OCB). Finally, a t-test was conducted to examine the partial influence of each independent variable on the dependent variable [13], namely to determine the influence of each variable on Organizational Citizenship Behavior (OCB).

III. RESULT AND DISCUSSION

Test Research Instruments

Validity Test

Validity testing aims to assess the extent to which a questionnaire instrument is capable of measuring what it is supposed to measure. This process is carried out by correlating each statement item with the total score of the related variable. Next, the correlation value (r calculated) is compared with the r table value as a reference for determining validity. The r table value is obtained from the formula $df = n - 2$, where n is the number of samples. With a sample size of 38 respondents and a significance level of 0.05, the r table value used is 0.320. The results of the validity test can be seen in Table 3.1 below:

TABLE 3.1 VALIDITY TEST RESULTS

Variable	Indicator	r value	r table	Description
Agile Leadership (X1)	X1.1	0,786	0.320	Valid
	X1.2	0,678		Valid
	X1.3	0,767		Valid
	X1.4	0,759		Valid
	X1.5	0,742		Valid
	X1.6	0,778		Valid
	X1.7	0,829		Valid
	X1.8	0,698		Valid

Organizational Culture (X2)	X1.9	0,730	0.320	Valid
	X2.1	0,783		Valid
	X2.2	0,638		Valid
	X2.3	0,820		Valid
	X2.4	0,666		Valid
	X2.5	0,692		Valid
	X2.6	0,673		Valid
	X2.7	0,769		Valid
	X2.8	0,602		Valid
	X2.9	0,762		Valid
Organizational Citizenship Behavior (Y)	X2.10	0,734	0.320	Valid
	X2.11	0,870		Valid
	Y.1	0,762		Valid
	Y.2	0,719		Valid
	Y.3	0,717		Valid
	Y.4	0,578		Valid
	Y.5	0,583		Valid
	Y.6	0,705		Valid
	Y.7	0,647		Valid
	Y.8	0,646		Valid
	Y.9	0,599		Valid
	Y.10	0,606		Valid
	Y.11	0,655		Valid

Source: Processed Data, 2025

Based on table 3.1 above, it can be seen that the results of the validity test on all variables in this study are valid because they have met the validity test criteria with a calculated r value $>$ table r , which is greater than 0.320.

Reliability Test

Reliability testing was conducted to determine the reliability of a statement as a measuring instrument. Reliability testing in this study used the Cronbach Alpha method, with a Cronbach Alpha significance value of 3.2 below:

TABLE 3.2 RELIABILITY TEST RESULTS

Variable	Cronbach's Alpha	Description
Agile Leadership (X1)	0,903	Reliable
Organizational Culture (X2)	0,910	
Organizational Citizenship Behavior (Y)	0,857	

Source: Processed Data, 2025

Based on Table 3.2 above, it can be seen that the Cronbach Alpha value for the variables Agile Leadership (X1), Organizational Culture (X2), and Organization Citizenship Behavior (Y) is greater than 0.60. Thus, it can be concluded that all items measuring the variable Organization Citizenship Behavior (Y) are reliable.

Classical Assumption Test

Normality Test

The method used in this study to measure normality was the Kolmogorov-Smirnov test. If the significance value of the Kolmogorov-Smirnov test is $>$ 0.05, then the assumption of normality can be said to be normal. The results of the normality test can be seen in table 3.3 below:

TABLE 3.3 NORMALITY TEST RESULTS

Test	Value
N (Sample)	38
Test Statistic	.135
Asymp.Sig.(2-tailed)	.079 ^c

Source: Processed Data, 2025

The normality test results in table 3.3 above are $0.079 > 0.05$, so it can be concluded that the data distribution is normal.

Linearity Test

Linearity testing was conducted using the Test For Linearity method. The results of the linearity test between the variables Agile Leadership (X1) and Organizational Citizenship Behavior (Y) and between Organizational Culture (X2) and Organizational Citizenship Behavior (Y) can be seen in Table 3.4 below:

TABLE 3.4 LINEARITY TEST RESULTS

Variable	Linearity Sig	Description
Organizational Citizenship Behavior * Agile Leadership	.001	Linier
Organizational Citizenship Behavior * Organizational Culture	.002	

Source: Processed Data, 2025

Based on Table 4.16 above, it can be seen that the significance value of Linearity is $0.001 < 0.05$, so it can be concluded that the relationship between the variables Agile Leadership (X1) and Organizational Culture (X2) on Organization Citizenship Behavior (Y) is linear.

Multicollinearity Test

Multicollinearity testing was conducted to determine whether the regression model had correlations between independent variables (independent variables). The multicollinearity test was conducted by examining the Variance Inflation Factor (VIF). Multicollinearity does not occur if the VIF value is $<$ 10.00 or the tolerance value is $>$ 0.10. The results of the multicollinearity test in this study can be seen in Table 3.5 below.

TABLE 3.5 MULTICOLLINEARITY TEST RESULTS

Variable	Tolerance	VIF
Agile Leadership (X1)	0,932	1,074
Organizational Culture (X2)	0,932	1,074

Source: Processed Data, 2025

Based on Table 3.5, the results of the multicollinearity test show that the tolerance value of the Agile Leadership (X1) variable is 0.932 and the Organizational Culture (X2) variable is $0.932 > 0.10$. Additionally, the VIF values for the Agile Leadership (X1) variable are 1.074 and for Organizational Culture (X2) are 1.074, both of which are less than 10.00. Therefore, it can be concluded that there is no multicollinearity between the two independent variables.

Multiple Linear Regression Analysis

The following is table 3.6 regarding the results of multiple linear regression analysis, as follows:

TABLE 3.6 RESULTS OF MULTIPLE LINEAR REGRESSION ANALYSIS

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1,811	3,800	0,001
Agile Leadership	0,297	3,444	0,002
Organizational Culture	0,307	3,185	0,003

Dependent Variable: Organizational Citizenship Behavior

Source: Processed Data, 2025

To determine the multiple regression equation of the influence of Agile Leadership (X1) and Organizational Culture (X2) on Organizational Citizenship Behavior (Y), a regression coefficient analysis was performed as follows:

$$Y = 1.811 + 0.297X_1 + 0.307X_2$$

From the above regression equation, the following can be interpreted:

- The constant value (a) is 1.811 with a positive value, meaning that Organizational Citizenship Behavior (Y) will be 1.811 if the variables Agile Leadership (X1) and Organizational Culture (X2) are zero.
- The regression coefficient (b1) of the Agile Leadership (X1) variable is 0.297, which means that if the Agile Leadership variable increases by 1 (one) unit, Organizational Citizenship Behavior will increase by 0.297 units.
- The regression coefficient (b2) of the Organizational Culture (X2) variable is 0.307, meaning that if the Organizational Culture variable increases by 1 (one) unit, then Organizational Citizenship Behavior will increase by 0.307 units.

Correlation And Determination Coefficient (R²)

The correlation coefficient (R) values in this study can be seen in table 3.7 below:

TABLE 3.7 RESULTS OF CORRELATION COEFFICIENT AND DETERMINATION (R²) TEST

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.678 ^a	0,460	0,429	0,41353

Predictors: (Constant), Organizational Culture, Agile Leadership

Source: Processed Data, 2025

The correlation coefficient (R) in this study used the Pearson Product Moment method with an R value of 0.678, indicating a strong correlation.

Table 3.7 above shows that the coefficient of determination (R²) is 0.460. This means that Organizational Citizenship Behavior can be explained and influenced by Agile Leadership and Organizational Culture by 46%, while the remaining 54% is influenced by other variables not included in this study.

Simultaneous Test (F Test)

The results of the simultaneous test (F test) in this study can be seen in Table 3.8 below:

TABLE 3.8 RESULTS OF SIMULTANEOUS EFFECT TEST (F TEST)

Model	Sum of Squares	df	Mean Square	F	Significance
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Regression	5,092	2	2,546	14,889	.000 ^b
Residual	5,985	35	0,171		
Total	11,077	37			

Dependent Variable: Organizational Citizenship Behavior

Predictors: (Constant), Organizational Culture, Agile Leadership

Source: Processed Data, 2025

Based on Table 3.8, it can be seen that this test resulted in a calculated F value of 14.889. The table F value at $\alpha = 0.05$ with degrees of freedom $n-k-1$, which is $38 - 2 - 1 = 35$, is 3.27. Therefore, it can be concluded that the calculated F value is greater than the table F value ($14.889 > 3.27$) and the significance level (0.000) is less than 0.05. This indicates that Agile Leadership and Organizational Culture simultaneously (together) influence Organizational Citizenship Behavior.

Partial Test (t Test)

Based on the results of the partial hypothesis test (t-test) using SPSS, the partial test results can be seen in Table 3.9 below:

TABLE 3.9 RESULTS OF PARTIAL EFFECT TEST (t-TEST)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1,811	3,800	0,001
Agile Leadership	0,297	3,444	0,002
Organizational Culture	0,307	3,185	0,003

Dependent Variable: Organizational Citizenship Behavior

Source: Processed Data, 2025

Based on Table 3.9, the results of the partial test (t-test) can be explained as follows:

- The calculated t-value for the Agile Leadership (X1) variable is $3.444 >$ the table t-value of 2.028 and the significance value is $0.002 < 0.05$, so it can be concluded that the Agile Leadership (X1) variable partially has a significant effect on Organizational Citizenship Behavior (Y).
- The calculated t-value for the Organizational Culture (X2) variable is $3.185 >$ the table t-value of 2.028, and the significance level is $0.003 < 0.05$. Therefore, it can be concluded that the Organizational Culture (X2) variable has a significant partial effect on Organizational Citizenship Behavior (Y). The results of this study are in line with the research conducted by [17]; [18]; and [19], which showed that organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB).

IV. CONCLUSIONS

Based on the research results, it can be concluded that the multiple linear regression analysis shows the equation $Y = 1.811 + 0.297X_1 + 0.307X_2$, indicating that Agile Leadership (X1) and Organizational Culture (X2) have a positive effect on Organizational Citizenship Behavior (Y). The correlation coefficient (R) of 0.678 indicates a strong relationship between the two independent variables and the dependent variable. In addition, the coefficient of determination (R²) of 0.460 shows that 46% of the variability in Organizational Citizenship Behavior can be explained by the two variables, while the rest

is influenced by other factors. The simultaneous test (F test) also shows that Agile Leadership and Organizational Culture together have a significant effect on Organizational Citizenship Behavior. The partial test (t test) results show that both Agile Leadership and Organizational Culture individually have a significant effect on Organizational Citizenship Behavior separately. Based on the findings of this study, it is recommended that the Aliyang Community Health Center consider these findings in policy-making related to improving Organizational Citizenship Behavior among employees, such as by providing more rewards and improving mutual support among employees. Further research should expand the scope of the sample and variables used to obtain more representative and comprehensive results. The use of different research methods is also recommended to gain a deeper perspective. Additionally, it is suggested that future studies employ more advanced instruments and analytical techniques to enhance the validity and reliability of the data.

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