

Leadership and Organizational Culture Analysis on Organizational Citizenship Behavior (OCB) at PT. Hatten Bali

Ni Kadek Irma Ariyanti^{1*}, I Ketut Santra², dan Ni Ketut Lasmini³

¹ Business Administration Department, Bali State Polytechnic, Indonesia

² Business Administration Department, Bali State Polytechnic, Indonesia

³ Business Administration Department, Bali State Polytechnic, Indonesia

Abstract:

This study aimed to analyze the influence of leadership and organizational culture on Organizational Citizenship Behavior employees. The study is a quantitative research. The data used in this study was collected through questionnaires and implemented to 106 of permanent employees in PT. Hatten Bali. The results of this study indicates that: 1) leadership have positive and significant effect on organizational citizenship behavior which indicated by coefficient regression value 0,297 and significant value 0,003, 2) organizational culture have positive and significant effect on organizational citizenship behavior which indicated by coefficient regression value 0,144 and significant value 0,039, and 3) leadership and organizational culture have simultaneously effect on organizational citizenship behavior which indicated by f-count value 6,846 > f-table and significant value 0,002. Regression analyze result adjusted R2 value 0,117. This indicates that organizational citizenship behavior can explained by leadership and organizational culture variable of 11,7 % while the remaining 88,3% explained by the others variable outside of this study.

Keywords: leadership, organizational culture, organizational citizenship behavior

Abstrak:

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan dan budaya organisasi terhadap perilaku *organizational citizenship behavior*. Penelitian ini merupakan penelitian kuantitatif. Data dalam penelitian ini dikumpulkan melalui kuesioner dan didistribusikan kepada 106 pegawai tetap PT. Hatten Bali. Hasil penelitian ini menunjukkan bahwa: 1) kepemimpinan memiliki pengaruh positif dan signifikan terhadap perilaku kewargan organisasional ditunjukkan oleh nilai koefisien regresi 0,297 dan nilai signifikan 0,003, 2) budaya organisasi berpengaruh positif dan signifikan terhadap perilaku kewarganegaraan organisasional ditunjukkan oleh nilai koefisien regresi 0,144 dan signifikansi 0,039, dan 3) kepemimpinan dan budaya organisasi berpengaruh secara simultan terhadap perilaku kewargan organisasional yang ditunjukkan oleh nilai f hitung 6,846 > f-tabel dan nilai signifikan 0,002. Hasil analisis regresi disesuaikan dengan nilai R2 0,117. Hal ini mengindikasikan bahwa perilaku kewargan organisasional dapat dijelaskan oleh variabel kepemimpinan dan budaya organisasi sebesar 11,7% sedangkan sisanya 88,3% dijelaskan oleh variabel lain di luar penelitian ini.

Kata kunci: kepemimpinan, budaya organisasi, perilaku kewargan organisasional

*Email korespondensi:
Ni Kadek Irma Ariyanti
ariyantiiirma30@gmail.com

INTRODUCTION

The organization is a coordinated unit consisting of two or more people who function to achieve a specific goal or set of

goals (Riva'I, 2012: 169-170). In other words, the organization is a container that enables people to achieve results that previously could not be achieved by individuals individually. Pratama (2012: 1) mentions in achieving organizational goals the most important factor is its human resources, because all existing facilities and infrastructure operated and managed by human resources. Prabowo (2014: 2-3) suggests one of the strategies that companies also do to gain competitive advantage in this highly competitive market is to manage and optimize the quality of human resources effectively and efficiently.

Robbins and Judge (2008: 99) describes an organization can be said to be effective if its members can work in a team and good team performance can be seen from good interaction between members both at the individual or group level. As well as the organizational system will produce output of human that has low absenteeism, low turnover, high organizational commitment, and job satisfaction and members have organizational citizenship behavior (OCB). The attitude of employee behavior is done voluntarily, sincerely, gladly without having to be governed and controlled by the company in providing service well, known as organizational citizenship behavior (OCB).

Organizations want and need employees who want to do things that are not in the job description. In the organization is very important the development of human resources that have OCB, therefore the role of leadership is very important to obtain employees who have OCB behavior. This study aimed to identify factors that influenced OCB of employee, and one of factor that influence OCB is leadership.

Research from Lamidi (2008: 34) shows that leadership has a significant influence on Organizational Citizenship Behavior. Sutrisno (2014: 213) states that in an organization the leadership factor has an important role because the leader will move

and direct the organization in achieving the goals and at the same time is not an easy task. In addition, this study aims to examine the influence of leadership to OCB. Where in previous studies have found the inconsistent effects of leadership. Seen from Purwaningsih research (2015) states that transformational leadership haven't significant influence to OCB.

In addition, OCB behavior is largely determined by organizational culture. This study too aims to examine the influence of organizational culture to OCB. Based on research of Nur'aini (2011: 49) the factor that affect the emergence of OCB on employees is one of them is organizational culture. Organizational culture is one of the most important factors in determining the success of the organization to achieve its goals.

This study was conducted at PT. Hatten Bali, where carrying out their activities expect the employees to behave OCB. OCB behavior will have a positive impact not only for employees but also contribute to the organization more than what the organization demands formally. But in its implementation there are problems about leadership, organizational culture, and organizational citizenship behavior (OCB) at PT. Hatten Bali. The issues related to leadership are:

1. The role of a leader in protecting his subordinates many obstacles in terms of communication.
2. The leaders do not perform the function of supervision on the performance of subordinates.
3. There are lack of coordination between leaders (managers).

Problems relating to the organizational culture is in carrying out the task often waiting for instructions from the leadership when all employees have got a clear assignment of tasks in accordance with their respective jobs, in addition many employees who still don't apply the culture on time seen from the frequent there are employees who late arriving and taking

advantage of the break time more than specified.

Problems related to OCB at PT. Hatten Bali is an employee not fully have OCB behavior, this is seen from the absenteeism level that is not in accordance with tolerance limits expected by the company that is 2.5% (Source: HRD PT Hatten Bali). The percentage of employee absenteeism at PT. Hatten Bali during 2014 to 2016 are as shown in Table 1.

Tabel 1 Percentage of Employee Absence Rate PT. Hatten Bali in 2014 - 2016

| No | Year | Absenteeism Percentage |
|----|------|------------------------|
| 1 | 2014 | 3,12 % |
| 2 | 2015 | 3,07 % |
| 3 | 2016 | 3,11 % |

Based on the above table can be said that the employee absenteeism tends to fluctuate. This means that the employee absenteeism rate is high because the absence rate is reasonable under 3%, while above 3 to 10 percent is considered high (Mudiarta, 2012: 93).

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

OCB is an individual voluntary behavior beyond a job description that is explicitly or indirectly recognized by a formal reward system, and can aggregate to improve effectiveness within an organization. Robbins and Judge (2008: 40) define OCB as an optional behavior that is not part of an employee's formal employment obligation, but it supports the effective functioning of the organization. Van Dyne et al., In Wasposito (2012: 5) says that OCB or what he calls extra-role behavior (ERB), is a behavior that benefits the organization or is directed to benefit the organization, is voluntary, and exceeds the expectations of the role. In the meaning of OCB can simply be said to be an individual behavior rooted in its own willingness to contribute beyond its core role or duties to

his company. The behavior is done, whether consciously or unconsciously, directed or not directed. Organs in wibowo (2010: 69) describes OCB has 5 dimensions consisting of:

1. Altruism, which helps alleviate work addressed to colleagues in an organization. Examples of behaviors of this dimension include helping a co-worker who has a heavier workload, helping to provide direction to a new employee who is not a duty.
2. Courtesy, that is to help co-workers, prevent problems with respect to their work by providing consultation and information and appreciating their needs.
3. Conscientiousness, is doing things more than the company expects. Voluntary behavior is not an employee's duty.
4. Sportsmanship, is tolerance in less than ideal situations in the workplace without raising objections. This attitude will improve the positive climate among employees.
5. Civic virtue, which is responsible for organizational life such as following changes in the organization, takes the initiative to recommend how operations or organizational procedures can be improved and protect the resources of the organization.

Leadership

An organization will succeed or even fail largely determined by leadership. Hasibuan (2007: 170) describes leadership is the way a leader influences the behavior of subordinates, in order to cooperate and work productively to achieve the goals of the organization. Thoha (2010: 9) states that an organization will succeed or even fail largely determined by leadership. A noble expression which says that it is the leader who is responsible for the failure of the execution of a job, is an expression that positions leadership in an organization in the most important position. Leadership is an activity to influence the behavior of others or the art of influencing human behavior

both individuals and groups. Leadership according to Winanti (2010: 12) is a process that gives meaning in which have elements: art, the ability and intelligence affect the feelings and thoughts of the process resulted in a willingness to make a desired effort and lead to achieve common goals. Thoha (2010: 33) states that four common traits that seem to have an influence on organizational leadership success include:

1. Intelligence

The results generally show that leaders have a higher level of intelligence than those led. However, what is very interesting about the research is that leaders cannot go beyond too many of their followers' intelligence.

2. Maturity and Extension of Social Relations

Leaders tend to mature and have stable emotions, because they have a wide attention to social activities. He has a desire to appreciate and be respected.

3. Self-Motivation and Achievement Encouragement

Leaders have relatively strong motivation for achievement. They work to gain intrinsic rewards rather than extrinsic ones.

4. The Attitudes of Humanitarian Relations
Successful leaders are willing to acknowledge the dignity and honor of their followers.

Umar (2008: 31) states that the five bases or indicators to be considered by a leader are:

1. How to communicate
2. Giving motivation
3. Leadership ability
4. Decision-making
5. Positive power

Organizational Culture

According to Wibowo (2010: 19) organizational culture is the basic philosophy of the organization that contains the beliefs, norms and values together that become the core characteristics of how to do something in the organization. Lunerberg &

Ornstein quoted Wuradji (2009: 78) mentions organizational culture is all the beliefs, feelings, behaviors and symbols that characterize an organization. Kotter and Heskett (1997: 157) say that a strong organizational culture will trigger employees to think and behave and behave in accordance with the values of the organization. Robbins (2009: 70) states that organizational culture has differences that are the main characteristics that distinguish organizational culture:

1. Individual initiative. The degree of responsibility and independence of the individual
2. Tolerance to risky action. The extent to which employees are encouraged to act aggressively, initiatively, and take risks.
3. Directions. The extent to which the leadership of an organization can create clearly about the desired goals and expectations, so that employees can understand so that employee performance leads to organizational goals.
4. Integration. The degree to which units within an organization are encouraged to work in a coordinated way.
5. Support from management. The degree to which managers provide clear communication, assistance, and support to their subordinates.
6. Control. The number of rules and direct supervision used to monitor and control employee behavior.
7. Identity. The degree to which members identify themselves as a whole with their organization rather than with specific working groups with professional areas of expertise.
8. Rewards system. The extent to which the allocation of benefits (e.g. salary increase, promotion) is based on employee performance criteria as opposed to seniority, favoritism and so on.
9. Tolerance to conflict. The extent to which employees are encouraged to express conflict and criticism openly.

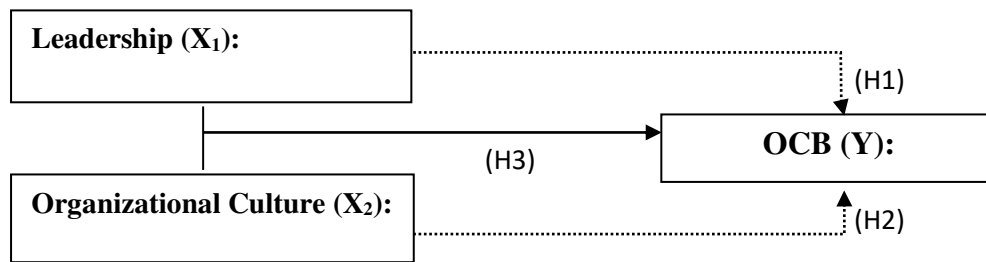


Figure 1 Theoretical Framework

10. Patterns of communication. The degree to which organizational communication is limited by the hierarchy of formal authority.

HYPOTHESIS

The Influence of Leadership on Organizational Citizenship Behavior at PT. Hatten Bali.

Organizational Citizenship Behavior in addition to being called the extra role behavior is also one of the important categories for organizational effectiveness and efficiency. Such behavior is voluntary and is not a forced action on things that prioritize the interests of the organization as a form of satisfaction based on performance and not formally ordered and not directly related to the formal reward system. Basically OCB cannot be separated from the leadership role in the organization. In an organization the leadership factor plays an important role because it is the leader who will move and direct the organization in achieving the goals and at the same time is an easy task. It is not easy because it has to understand the behavior of each of the different subordinates in order to obtain employees who behave OCB, Sutrisno (2014: 213). Empirical studies conducted by Lamidi (2008) support the relationship between leadership with OCB. The results of his study show that there is a significant influence of leadership on OCB. Based on the theoretical basis above, the hypothesis in this study is:

H1: There is partial influence of leadership on organizational citizenship behavior at PT. Hatten Bali.

The Influence of Organizational Culture on Organizational Citizenship Behavior at PT. Hatten Bali.

Organizational culture is one of the most important factors in determining the success of the organization to achieve its objectives. Lunerberg & Ornstein quoted Wuradji (2009: 78) states that the organizational culture is all the beliefs, feelings, behaviors and symbols that characterize an organization. More specifically, organizational culture is defined as sharing the views, ideals, beliefs, feelings, principles, expectations, attitudes, norms and values of all members of the organization. OCB behaviors owned by employees develop along with the process of socializing the values that exist in the organization. When the values owned by the company have a "service value" then OCB will appear to employees. The study conducted Nur'aini (2011) states that organizational culture has a significant influence on OCB. Based on the theoretical basis above, then the hypothesis in this study is:

H2: There is a partial influence of organizational culture on organizational citizenship behavior at PT. Hatten Bali.

Simultaneous Influence Leadership and Organizational Culture on Organizational Citizenship Behavior

Empirical studies conducted by Lamidi (2008) support the relationship between leadership with OCB. The results of his research show that there is a significant influence of leadership on OCB. Organizational culture is one of the most

important factors in determining the success of the organization to achieve its objectives. More specifically, organizational culture is defined as sharing the views, ideals, beliefs, feelings, principles, expectations, attitudes, norms and values of all members of the organization. OCB behaviors owned by employees develop along with the process of socializing the values that exist in the organization. When the values owned by the company have a "service value" then OCB will appear to employees. Based on the theoretical basis above, the hypothesis in this study are as follows:
H3: There is a simultaneous influence of leadership and organizational culture on organizational citizenship behavior at PT. Hatten Bali.

METHODS

This study was conducted at PT. Hatten Bali. Population in this study is employees of PT. Hatten Bali with permanent employees' status. The samples were selected using a saturated sample of all employees totaling 106 employees. Data collection in this study by distributing questionnaires of 106 that must be met.

Data Analysis Technique

Data were processed by using SPSS 21 program. The tests were multiple regression analysis, hypothesis test (t test, F test) and R test.

1. Multiple Regression Analysis

This technique of analysis is used to determine the dependence of one dependent variable with one or more independent variables (Nata Wirawan, 2008: 293). The equations for testing the overall hypothesis in this study are as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

$$Y = \text{OCB}$$

$$\alpha = \text{Constanta}$$

$$\beta_1, \beta_2 = \text{Koefisien Regression}$$

$$X_1 = \text{Leadership}$$

$$X_2 = \text{Organizational Culture}$$

$$\varepsilon = \text{error of term}$$

2. t-Test

Partial test or t-test is used to test the effect of partial independent variable on dependent variable (Ghozali, 2005: 84). The t-test in this study used SPSS with a significant level of 5% (0.05). The provisions are as follows:

- a. If $t\text{- arithmetic} < t\text{-table}$ at 5% confidence level or significant probability value (sig.) Greater than (0.05) then H_0 is accepted.
- b. If $t\text{- arithmetic} > t\text{-table}$ at 5% confidence level or significant probability value (Sig.) Smaller than (0,05) then H_0 is rejected and accept H_a .

3. F-Test

To test simultaneously between independent variable with dependent variable done by F test (Ghozali, 2005: 84), in this study using SPSS with significant level 5% (0,05). The provisions are as follows:

- a. If the value of $F\text{-arithmetic} < F\text{-table}$ at 5% confidence level or significant probability value (sig.) Is greater than (0.05) then H_0 is accepted.
- b. If the value of $F\text{-arithmetic} > F\text{-table}$ at 5% confidence level or significant probability value (sig.) Is smaller than (0,05) then H_0 is rejected and accept H_a .

4. R-Test

Coefficient of Determination R^2 is initially used to measure how far the regression model capability in explaining the variation of dependent variables (Ghozali, 2005: 83). Where the coefficient of determination is between zero and one.

RESULT AND DISCUSSION

The Influence of Leadership on Organizational Citizenship Behavior

Based on the results on multiple regression obtained coefficient (B) leadership shows the value of 0.297, it can

be interpreted organizational commitment has a positive influence on organizational citizenship behavior (OCB). Then the results of hypothesis testing obtained error probability value (sig) of $0.003 < 0.05$, and obtained t -arithmetic $3.033 > t$ -table 1.658 . Thus it can be concluded that H_0 rejected and H_a accepted, which means there is a positive influence between leadership on organizational citizenship behavior (OCB) in PT. Hatten Bali. If leadership gets higher then organizational citizenship behavior (OCB) gets better. The results are reinforced by the contribution of correlation coefficient (R^2) between organizational commitments to organizational citizenship behavior (OCB) of 8%. Based on the discussion can be concluded statement H_1 "there is a positive influence leadership on organizational citizenship behavior (OCB) at PT. Hatten Bali" is accepted. The results of this study are consistent with research conducted by Lamidi (2008) who found that transformational leadership has a significant effect on organizational citizenship behavior. The theory is also in line with Rahmi's (2014) research results which show that transformational leadership has a significant and positive influence on OCB. But this result contradicts the Luthans Theory (2006: 654) that transformational leadership has no direct effect on OCB but through indirect effects, Purwaningsih (2015) also states that transformational leadership also has no significant effect on OCB. Transformational leadership is not always appropriate to be used, applied and accepted in all places because under certain circumstances transactional leadership is more necessary.

The Influence of Organizational Culture On Organizational Citizenship Behavior at PT. Hatten Bali

Based on the results on multiple regression obtained coefficient (B) organizational culture shows the value of 0.144, it can be interpreted job satisfaction has a positive influence on organizational

citizenship behavior (OCB). Then the results of hypothesis testing obtained error probability value (sig) of $0.039 < 0.05$, and obtained value t -arithmetic $2.089 > t$ -table 1.658 . Thus it can be concluded that H_0 rejected and H_a accepted, which means there is a positive influence between organizational culture on organizational citizenship behavior (OCB) in PT. Hatten Bali. And if the organizational culture gets higher then organizational citizenship behavior (OCB) gets better. The results are reinforced by the correlation coefficient (R^2) between organizational culture against organizational citizenship behavior (OCB) 3.8%. Based on the discussion can be concluded statement H_2 "there is positive influence organizational culture on organizational citizenship behavior (OCB) at PT. Hatten Bali" is accepted. The results of this study are consistent with the research conducted by Brahmacarri (2008) who found that one of the organizational culture variables is organizational climate has a significant influence on organizational citizenship behavior (OCB). Similarly, research conducted by Nur'Aini (2011) who found that the factors that affect the emergence of OCB on employees one of which is the organizational culture. However, the results of this study contrasted with research conducted Hammad (2016) which states that organizational culture has no significant effect on OCB. The result of small R Square value in this research is assumed because as many as 40 employee or 37,7% of the total number of employees are still classified as new employees because they still have a relatively short working period of 1-3 years so that the internalization of organizational culture in each individual Employees have not been maximized, plus the majority of employees in PT. Hatten Bali is a Sales and Distribution that mostly do their work outside the office so that they cannot implement the organizational culture in an extra-role or OCB, but it is also suspected to be caused by the influence of other factors that do not exist in this research

such as work environment.

Table 2 Coefficients

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 4,271 | 3,563 | | 1,199 | ,233 |
| Kepemimpinan | ,297 | ,098 | ,281 | 3,033 | ,003 |
| Budaya Organisasi | ,144 | ,069 | ,193 | 2,089 | ,039 |

a. Dependent Variable: OCB

Table 3 Determination (R²)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | ,343 ^a | ,117 | ,100 | 3,56355 |

The Simultaneously Influence of Leadership and Organizational Culture On Organizational Citizenship Behavior at PT. Hatten Bali

The results of hypothesis test simultaneously (F test) showed with a significant level of 5% obtained value of F-arithmetical greater than F- table, is $6.846 > 3.07$. And seen from the probability value (sig) is 0.002 that is < 0.05 , then the conclusion H_0 is rejected and H_a accepted. It shows that simultaneously there is influence of leadership and organizational culture to organizational citizenship behavior (OCB) at PT. Hatten Bali. The conclusion is also reinforced through the coefficient of determination simultaneously (R²) which shows the number of 0.117 or in percentage be worth 11.7%, it shows that organizational citizenship behavior (OCB) in PT. Hatten Bali is influenced by 2 variables of Leadership and Organizational Culture of 11.7%. Thus, it can be explained that in addition to organizational leadership and culture, organizational citizenship behavior (OCB) is also determined by other factors not examined in this study of 88.3%. The value of determination R² is small due to factors such as gender and length of service at PT. Hatten Bali. Based on the

research of male sex more dominant than woman that is equal to 70,8%. Morrison in Kusumajati (2014: 66) proves that there are differences in perceptions of OCB between men and women. Women consider OCB to be part of their in-role behavior compared to men. The evidence suggests that women tend to internalize group expectations, shared feelings, and activities to help them as part of their work (Dienfendorff et al. In Kusumajati, 2014: 66). Kondrad et al in Novliadi (2007: 14) also suggests that work behaviors such as helping others, friendly and cooperate with others more prominently performed by women than men. Viewed from the period of work at PT. Hatten Bali is dominated by employees whose working period is 1-3 years by 37.7%. The working period is still relatively early. Sommers et al. In Novliadi (2007: 14) suggests that years of service may serve as OCB counterparts as they represent the "measurements" of employee investment in the organization. Employees who have long worked in an organization will have strong attachment and attachment to the organization. Long work period will also increase the confidence and competence of employees in doing his job, and cause positive attitude and positivity to the organization that hired him. The longer the employees work in an organization, the higher the employee's perception that they have an "investment" in it.

Table 4 ANOVA

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|------------|----------------|-----|-------------|-------|-------------------|
| Regression | 173,876 | 2 | 86,839 | 6,846 | .002 ^a |
| Residual | 1307,982 | 103 | 12,699 | | |
| Total | 1481,858 | 105 | | | |

a. Predictors: (Constant), budaya organisasi, kepemimpinan

b. Dependent Variable: OCB

Managerial Implication

This research is expected to provide various benefits for the parties concerned, among others:

1. For company PT. Hatten Bali, the results of this study can be used as

consideration and evaluation of leadership, organizational culture and OCB behavior in the company so far.

- a. If the company expects all employees able to behave OCB then the company must apply a good leadership style, who want to mingle with employees so that the leadership at PT. Hatten Bali is able to motivate employee performance. Leaders are also expected to listen intensively to their employees by making two-way communication. Employee involvement in problem solving and decision-making indicates that the leader has the confidence in his employees that employees have the skills and knowledge to complete the task. Thus the leadership can create OCB behavior on employees.
- b. Viewed from the corporate organizational culture, namely the leadership creates an atmosphere of kinship in the company so that employees at PT. Hatten Bali feels owned and does not focus on individual interests. This will trigger employees of PT. Hatten Bali to think and behave in accordance with the values of the organization. The increasingly high family atmosphere will make the organization grow tighter and grow the mutual help of fellow employees. So the behavior of OCB will grow along with good organizational culture.
- c. To improve OCB behavior in PT. Hatten Bali which most of its employees are males. Companies should balance the situation by accepting more female employees, where women are more likely to internalize group expectations, have more sense of togetherness and willingness to help each other.
- d. In order to overcome the high employee turnover constraints seen from the employee's lifetime, most

of them are still classified as new, the company can be more selective in selecting employees and making contracts / contracts for a certain period of time as well as raising awareness of behaving OCB on individual employees, Labor turnover can be further reduced.

2. For similar companies, the experience of PT. Hatten Bali can be used as a comparison, so it can be known various advantages and disadvantages themselves in order to make improvements in company management.
3. For academics, this research is expected to be used to enrich knowledge and complement the literature on the influence of leadership and organizational culture on OCB.

Theoretical Implication

The various findings in this study that provide empirical support to the literature review, among others:

1. The results of this study prove that the behavior of OCB is influenced by organizational culture and organizational support factor which in this case is support from the leadership. This is in tune with that delivered Organ and Sloat in Ahdiyana (2013: 5). These results provide learning to the leadership of PT. Hatten Bali to behave as a better leader to employees in order to influence employees of PT. Hatten Bali in behaving OCB.
2. The results of this study indicate that the company's success in improving OCB behavior requires support from factors such as leadership and organizational culture. This is in accordance with research conducted Lamidi (2008: 34) and Nur'aini (2012: 49). Companies that have a strong organizational culture will be able to influence employees to behave OCB. It is expected that PT. Hatten Bali can implement an organizational culture that conforms to the norms and values in

the company to improve the OCB's behavior.

CONCLUSION

1. The influence of leadership on organizational citizenship behavior (OCB) at PT. Hatten Bali is positive and significant. This is based on the regression coefficient of 0.297 and the value of Sig 0.003.
2. The influence of organizational culture on organizational citizenship behavior (OCB) at PT. Hatten Bali is positive and significant. This is based on the regression coefficient of 0.144 and Sig value 0.039.
3. The simultaneous influence of leadership and organizational culture on organizational citizenship behavior (OCB) at PT. Hatten Bali is positive and significant. This is based on the F-count value of 6.846 and the value of Sig 0.002.
4. Leadership variable and organizational culture able to explain organizational citizenship behavior (OCB) variable equal to 0,117 or 11,7% and sisan 88,3% influenced by other variables that do not exist in this research.

REFERENCES

- Ahdiyana, M. (2013). Dimensi Organizational Citizenship Behavior (OCB) dalam Kinerja Organisasi. Universitas Negeri Yogyakarta. h:1-10. Diakses 12 Mei 2017.
- Al Hammad, N. A. (2016). Pengaruh Kepemimpinan Transformasional, Budaya Organisasi dan Komitmen Afektif Terhadap Organizational Citizenship Behavior (Studi Kasus di BMT Amanah Ummah Kartasura dan BMT Tumang Boyolali). Fakultas Agama Islam Universitas Muhammadiyah Yogyakarta. Diakses 12 Mei 2017.
- Ardana, I K., Mujiati, N. W. & Utama, I W. M. (2012). Manajemen Sumber Daya Manusia. Edisi Pertama. Yogyakarta: Graha Ilmu.
- Arikunto, S. (2009). *Prosedur Penelitian Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Brahmasari, I. A. (2008). Pengaruh Variabel Budaya Organisasi, Komitmen dan Kepuasan Kerja Pegawai Terhadap Organizational Citizenship Behaviour (OCB). *Jurnal Akuntansi, Manajemen Bisnis dan Sektor Publik (JAMBSP) Universitas 17 Agustus 1945 Surabaya*. Vol.4 No.3. Diakses 10 April 2017.
- Danim, S. & Suparno. (2009). *Manajemen Kepemimpinan Tranformasional Kekepalasekolahan*. Jakarta: Rineka Cipta.
- Fathoni, A. (2006). *Manajemen Sumber Daya Manusia*. Jakarta: Rineka Cipta.
- Ghozali, I. (2005). *Aplikasi Analisis Multivariate dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2011). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 19*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hasibuan, M. S. P. (2007). *Manajemen Sumber Daya Manusia. Edisi Revisi*. Jakarta: Bumi Aksara.
- Kotter, P. J. & Heskett, L. J. (1997). *Corporate culture and Performance. Dampak Budaya Perusahaan Terhadap Kinerja Salesperson*. Terjemahan. Jakarta: PT Prenhallindo.
- Kusumajati, D. A. (2014). Organizational Citizenship Behavior (OCB) Karyawan pada Perusahaan. *Universitas BINUS*. Vol.5 No.1. h 62-70. Diakses 12 Mei 2017.
- Lamidi. (2008). Pengaruh Kepemimpinan Tranformasional Terhadap Citizenship Behavior Dengan Variabel Intervening Komitmen Organisasional. *Jurnal Ekonomi dan Kewirausahaan* Vol.8 No.1. Diakses 10 April 2017.
- Luthans, F. (2006). *Perilaku Organisasi edisi sepuluh*. Yogyakarta: Andi

- Novliadi, F. (2007). Organizational Citizenship Behavior Karyawan Ditinjau Dari Persepsi Terhadap Kualitas Interaksi Atasan-Bawahan dan Persepsi Terhadap Dukungan Organisasional. FS Kedokteran Universitas Sumatera Utara. 12 Mei 2017.
- Nur'Aini, S. (2011). Pengaruh Budaya Organisasi Dan Persepsi Dukungan Organisasi Terhadap Kinerja Pelayanan Melalui Organizational Citizenship Behavior Pada Karyawan PT. Telkom Area Jember. Prosiding Seminar Nasional Peran Budaya Organisasi Terhadap Efektivitas dan Efisiensi Organisasi. FS Psikologi Universitas Muhammadiyah Jember. Diakses 10 April 2017.
- Organ, D.W., Podsakoff, P. M., & Mackenzie, S. B. (2006). Organizational citizenship behavior: its nature, antecedents, and consequences. United States of America: SAGE Publications.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*. Vol. 26 No. 3. pp. 513-563
- Prabowo, A. (2014). Analisis Pengaruh Kepemimpinan Transformasional Dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior (Ocb) Dengan Komitmen Organisasi Sebagai Variabel Intervening (Studi pada Perawat RSUP Dr. Kariadi Semarang). Fakultas Ekonomika dan Bisnis Universitas Diponegoro. Diakses 10 April 2017.
- Pratama, Y. (2012). Pengaruh Budaya Organisasi Terhadap Kinerja Pegawai Pada Kantor Kecamatan Nanggung Kabupaten Bogor. Fakultas Ilmu Sosial dan Politik, Universitas Indonesia. Diakses 10 April 2017.
- Pratiwi, I. (2013). Analisis Pengaruh Budaya Organisasi Dan Keadilan Organisasi Terhadap Organizational Citizenship Behavior (OCB) Dengan Komitmen Organizational Sebagai Variabel Intervening (Studi Pada Karyawan Kantor PT. Telekomunikasi Indonesia Tbk. Divisi Regional IV Wilayah Jateng dan DIY). Fakultas Ekonomika Dan Bisnis, Universitas Diponegoro. Semarang. Diakses 10 April 2017.
- Priansa, D., & Garnida, A. (2013). Manajemen Perkantoran (Efektif, Efisien, dan Profesional). Bandung: Alfabeta
- Purwaningsih, Y. E., & Liana, L. (2015). Pengaruh Kepemimpinan Transformasional Terhadap Organizational Citizenship Behavior Dimediasi Kepuasan Kerja Dan Komitmen Organisasional Dalam Rangka Menghadapi Persaingan Menyongsong AEC 2015 (Studi Pada Guru Di Smanegeri Di Kecamatan Mranggen Kabupaten Demak). Prosiding Seminar Nasional & Call For Papers. Fakultas Ekonomika dan Bisnis Universitas Stikubank Semarang. Diakses 12 Mei 2017.
- Rad, A. M. M., & Yarmohammadian, M. H. (2006). A Study of Relationship between Managers' Leadership Style and Employees' Job Satisfaction. *Leadership in Health Services*. Vol. 19 No. 2. pp. 11-26.
- Rahmi, B. M. (2014). Pengaruh Kepemimpinan Transformasional terhadap Organizational Citizenship Behavior dan Komitmen Organisasional dengan Mediasi Kepuasan Kerja (Studi pada Guru Tetap SMA Negeri di Kabupaten Lombok Timur). *E-Jurnal Manajemen Universitas Udayana Bali*.
- Robbins, S. P., & Judge, T. A. (2008). *Perilaku Organisasi*. Edisi Bahasa Indonesia. Jakarta: Gramedia.
- Robbins, S. P. (2009). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Santra, K. (2009). Adopsi Model Competency Based Training Dalam Kewirausahaan. Jurusan Administrasi Niaga. Politeknik Negeri Bali. Vol 11

- No 2. h: 109-115. Diakses 12 Agustus 2017.
- Santra, K. (2017). Using Structural Equation Modeling To Assess The Budget Hotel Performance In Bali Indonesia. Department Of Management. Bali State Polytechnic. Vol 8. h:933-951. Diakses 12 Agustus 2017.
- Sugiyono. (2006). Metode Penelitian Pendidikan Pendekatan Kuantitatif Kualitatif dan R&D. Bandung: CV Alfabeta.
- Sugiyono. (2009). Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif dan R&D. Bandung: CV Alfabeta.
- Sugiyono. (2012). Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif dan R&D. Bandung: CV Alfabeta
- Sunyoto, D., & Burhanudin. (2011). Perilaku Organisasi. Cetakan 1. Yogyakarta: CAPS
- Sutrisno, E. (2014). Manajemen Sumber Daya Manusia. Cetakan Ke-6. Jakarta: Kencana
- Suyana, U. (2008). Aplikasi Analisis Kuantitatif. Denpasar: Fakultas Ekonomi Udayana
- Thoha, M. (2010). Kepemimpinan Dalam Manajemen. Jakarta: Raja Grafindo Persada
- Umar, H. (2008). Metode Penelitian Untuk Skripsi dan Tesis Bisnis. Edisi Kedua. Jakarta. RajaGrafindo Persada
- Umar, H. (2008). Riset sumber Daya Manusia dalam Organisasi. Jakarta: Gramedia
- Veithzal, R., & Mulyadi, D. (2012). Kepemimpinan dan Perilaku Organisasi. Edisi ketiga. Jakarta: PT. RajaGrafindo Persada
- Waspodo, A. A. W. S., & Minadaniati, L. (2012). Pengaruh Kepuasan Kerja dan Iklim Organisasi Terhadap Organizational Citizenship Behavior (OCB) Karyawan pada PT. Trubus Swadaya. Dalam jurnal Riset Manajemen Sains Indonesia (JRMSI). Vol:3 No:1. h: 1-16. Diakses 10 April 2017.
- Wibowo, E. (2010). Pengaruh kepemimpinan, Organizational Citizenship Behavior, dan Komitmen Organisasional terhadap Kepuasan Kerja Pegawai. Dalam jurnal Ekonomi dan Kewirausahaan. h: 66-73. Diakses 12 Mei 2017.
- Wibowo. (2014). Manajemen Kinerja. Edisi Keempat. Jakarta. Raja Grafindo Persada
- Winanti, N. P. (2010). Perempuan dan Kepemimpinan Transformasional. Surabaya : Paramita
- Wirawan, N. (2008). Statistik 2 Untuk Ekonomi dan Bisnis. Edisi Kedua. Denpasar: Keraras Emas
- Wuradji. (2009). The Educational Leadership (Kepemimpinan Transformasional). Yogyakarta: Gama Media.
- Yukl, G. (2010). Kepemimpinan Dalam Organisasi. Jakarta: Macam Jaya Cemerlang.