



The Effect of Altruistic Leadership and Organizational Climate on Organizational Citizenship Behaviour Mediated by Work Motivation (Study on Village Apparatus in Wanasaba District, East Lombok Regency)

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<http://dx.doi.org/10.47814/ijssrr.v7i1.1870>

Abstract

This study aims to determine the effect of altruistic leadership on OCB, organisational climate on OCB, altruistic leadership on work motivation, organisational climate on work motivation, work motivation on OCB, the effect of altruistic leadership on OCB through work motivation and the effect of organisational climate on OCB through work motivation of village officials. Respondents of this study were 189 village officials. The method used is associative quantitative method. Data analysis using PLS. The findings in this study can be built association models between variables, where the influence between variables is positive. Altruistic leadership has a positive and significant effect on OCB. Organisational climate has a positive and significant effect on OCB. Altruistic leadership and organisational climate have a positive and significant effect on work motivation. And work motivation affects OCB. Work motivation is able to mediate the effect of altruistic leadership and organisational climate on OCB.K

eywords: *OCB; Altruistic Leadership; Organisational Climate and Work Motivation; Village Apparatus*

Introduction

OCB is "discretionary individual behaviour that is not directly recognised by the formal reward system and in aggregate will encourage more effective organisational functioning" (Organ, 2000; Muhdar, 2015). More specifically, Naway & Haris, (2017) define OCB as "helpful and constructive behaviour shown by members of the organisation and valued by management, but not directly related to individual productivity and the behaviour played is not a demand of the individual's role". Individual employees are voluntary in helping colleagues, where it is consciously known that they will not receive rewards from organisational management, because it is not part of their job duties and functions.

2021 is the first year of the new leadership of village heads throughout East Lombok Regency, as an implication of the simultaneous PILKADES implementation. This will have implications for the emergence of a series of changes, especially at the village government level because it will be led by a new village head accompanied by new programmes. Furthermore, this condition will change many things including the behaviour of village employees such as OCB behaviour, which is one of the key factors that determine the level of success in achieving organisational goals and vision.

Employee OCB as a form of behaviour is generally influenced by environmental and individual factors (Gibson, *et al.*, 2011). In environmental factors (work and non-work) there are leadership factors and organisational climate, while in individuals who are moved from managing these two factors in the form of work motivation (Stringer, 2003). Work motivation factor as a factor that is very close to the formation of behaviour (Robbins & Judge, 2008).

In the practice of leadership in organisations, there are various styles that become role models for a leader in leading his organisation, one of which is altruistic leadership. According to Miller *et al.*, (2018) altruistic leadership is the leader's ability to direct the behaviour of others with the ultimate goal of improving their welfare. Zheltoukhova, (2016) provides additional dimensions of altruistic leadership in the form of sacrifice and avoidance of egoism. Several previous studies have tested the effect of leadership style on OCB and showed inconsistencies in findings such as those conducted by Suparman *et al.*, (2018) in their research proving the significance of the direct influence of leadership on OCB. Shahab *et al.*, (2018) also proved that empowerment leadership has a significant direct effect on OCB. Ding *et al.*, (2020) prove that *humble leadership has a significant effect on OCB*. Various leadership models have a significant influence on OCB. Romaita (2022) found that there was no significant effect of altruistic leadership on OCB. Further research from leadership, especially the altruistic leadership model on employee OCB is still needed, because there is still a *research gap*.

The next predictor that can influence OCB behaviour is organisational climate. Narpati *et al.*, (2022) define organisational climate as "a dynamic state of the organisation, which surrounds employees in carrying out their work". Meanwhile, Badu & Djafri, (2017) state that organisational climate is "the personality of the organisation, which is reflected by its members". Several previous studies have tested the effect of organisational climate on OCB as conducted by Subramani *et al.*, (2015) found a significant effect of organisational climate on OCB. Etikariena & Kalimashada, (2021) found that partially, organisational climate does not have a significant effect on OCB, but requires intermediate variables.

Based on the findings of previous research above which still shows inconsistencies in the findings, this study tries to conduct a retest to provide validation of previous findings and involve work motivation as a mediator of the influence of altruistic leadership and organisational climate on OCB. The involvement of work motivation as an intermediary has not been explored much by previous research so that it provides a research gap and novelty for future research. Work motivation is "a process that arouses, energises, directs and sustains behaviour and performance" (Tumiwa 2021). Meanwhile, Robbins & Judge (2008) define motivation as "the process that explains the intensity, direction and persistence of effort to achieve a goal".

Literature Review

Altruistic Leadership

According to Miller *et al.*, (2018) altruistic leadership is the leader's ability to direct the behaviour of others with the ultimate goal of improving their welfare. Zheltoukhova, (2016) provides additional dimensions of altruistic leadership in the form of sacrifice and avoidance of egoism. The context of altruistic leadership in providing assistance is not limited to social assistance, but also relates to the

implementation of work and others that can generate innovation, as evidenced by a study that associates altruistic leadership with radical innovation through organisational learning capabilities (Gil-Escrig *et al.*, 2016).

Organisational Climate

Narpati *et al.*, (2022) define organisational climate as "a dynamic state of the organisation, which surrounds employees in carrying out their work". Meanwhile, Badu & Djafri, (2017) state that organisational climate is "the personality of the organisation, which is reflected by its members". Meanwhile, Ambarwati (2018) defines organisational climate as "the perception inherent in organisational members of events, practices and procedures and all behaviours that are rewarded and supported". This perception will be the direction and orientation of employees regarding job focus and competence.

Work Motivation

Work motivation is "the process that arouses, energises, directs and sustains behaviour and performance" (Tumiwa 2021). Robbins & Judge, (2008) state motivation as "the process that explains the intensity, direction and persistence of effort to achieve a goal. In line with that Gibson *et al.*, (2011) motivation is "the force that drives an employee that causes and directs behaviour. According to Suryatni *et al.*, (2023) work motivation plays a key role in determining the level of productivity and achievement of employee performance where employees who have high motivation will show good performance quality and vice versa.

OCB behaviour

Organizational citizenship behaviour (OCB), also known as *extra role behaviour (ERB)*, is a specific behaviour from the study of employee behaviour (Gibson, et. al., 2011). OCB is "discretionary individual behaviour that is not directly recognised by the formal reward system and in aggregate will encourage more effective organisational functioning" (Organ, 2000; Muhdar, 2015). Robbins and Judge (2008) stated that OCB is believed to contribute to organisational effectiveness and performance. Naway specifically, (2017) defines OCB as "helpful and constructive behaviour shown by members of the organisation and valued by management, but not directly related to individual productivity and the behaviour played is not a demand of the individual's role". Individual employees are voluntary in helping colleagues, where it is consciously known that they will not receive rewards from organisational management, because it is not part of their job duties and functions.

Conceptual Framework

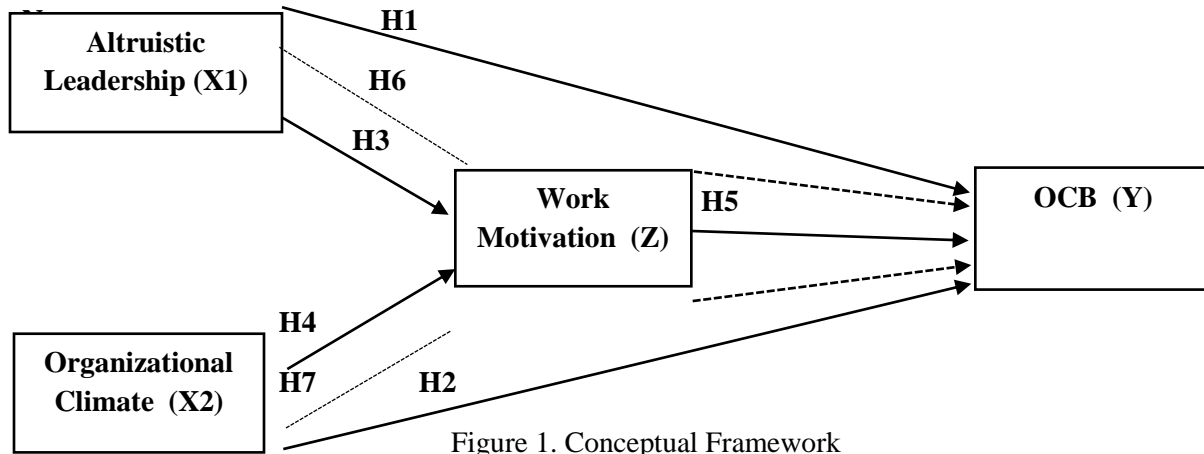


Figure 1. Conceptual Framework

Hypothesis

- H1 : Altruistic leadership has a positive and significant effect on OCB
- H2: Organisational climate has a positive and significant effect on OCB.
- H3: Altruistic leadership has a positive and significant effect on work motivation
- H4: Organisational climate has a positive and significant effect on work motivation.
- H5: Work motivation has a positive and significant effect on OCB
- H6: Work motivation mediates the effect of altruistic leadership on OCBs
- H7: Work motivation mediates the effect of organisational climate on OCB.

Methods

This research uses quantitative methods. The number of respondents in this study were 189 village officials in Wanasaba District, East Lombok Regency. The data collection tool is a questionnaire containing a Likert scale with a score of 1 to 5. In addition, the analysis tool used is using the SEM (Structural Equation Model) method and processed using the Smart-PLS application. The following below is a table of respondent characteristics in this study:

Table 1. Majority of Respondents

Category	Description	Total
Gender	Male	147 people
Age	30-39 Years	75 people
Education	Senior High School	96 people
Work Experience	<5 Years	129 people

Based on the table above, it can be seen that the majority of respondents in this study are male, namely 147 people. In addition, the average age of respondents is in the range of 30-39 years as many as 75 people. The last respondent's education is high school with an average work experience of <5 years.

Outer Model Test

Validity and Reliability Test

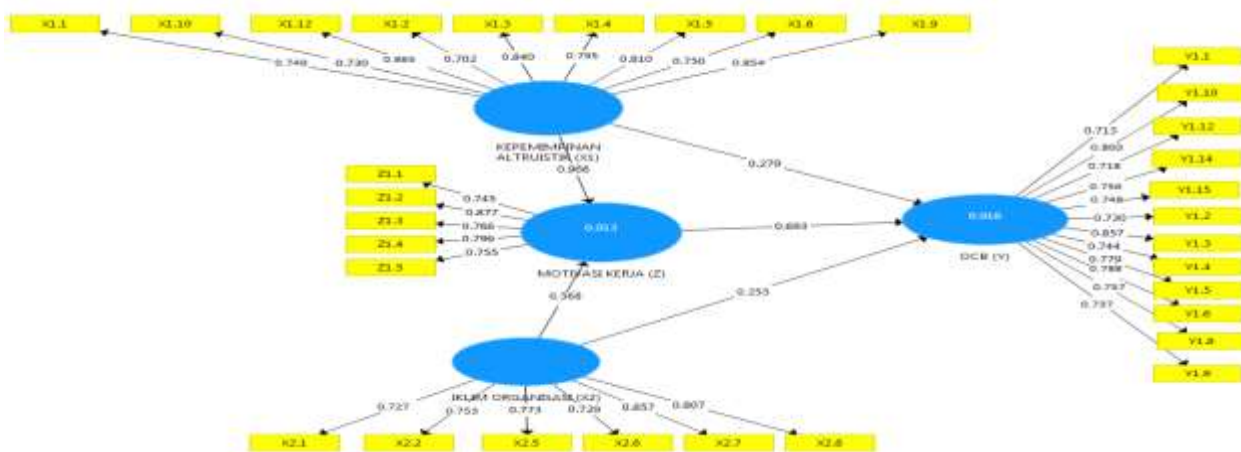


Figure 1. Outer Model Test

Based on the picture above, it can be seen that the outer loading value has met the requirements, namely > 0.7 so that all items on the variable have been declared valid. Furthermore, the discriminant validity test and reliability test were carried out.

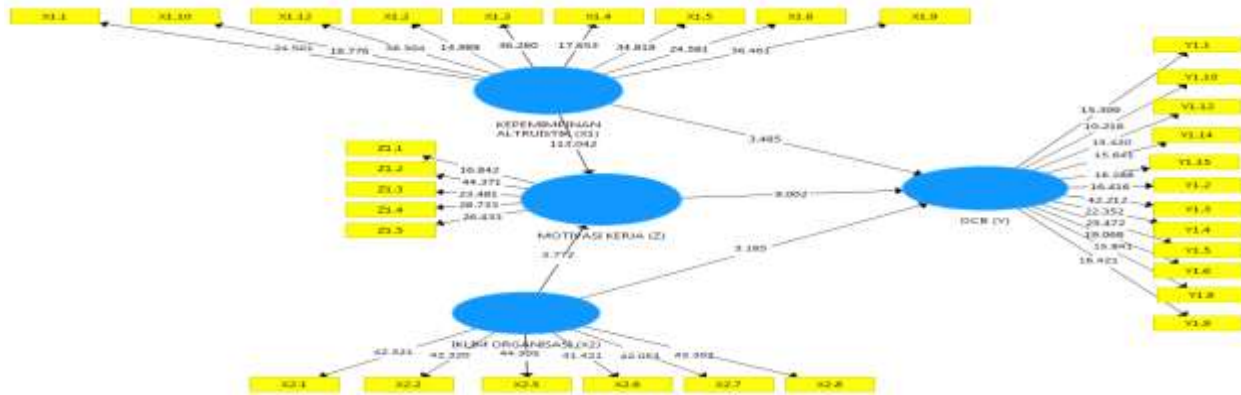
Table 2. AVE and Reliability Test

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
ORGANISATIONAL CLIMATE (X2)	0.834	0.865	0.724
ALTRUISTIC LEADERSHIP (X1)	0.772	0.791	0.763
WORK MOTIVATION (Z)	0.847	0.892	0.723
OCB (Y)	0.826	0.857	0.765

Based on the table above, it can be seen that the AVE value of all variables is > 0.5 so that it can be declared valid. In addition, if you look at the Cronbach's alpha and composite reliability values of each variable > 0.7 so that it can be said to be reliable.

Results and Discussion

Results



Inner Model Test or Bootstrapping

Hypothesis	T count	P Values	Criteria
ORGANISATIONAL CLIMATE (X2) -> WORK MOTIVATION (Z)	3,772	0.001	Accepted
ORGANISATIONAL CLIMATE (X2) -> OCB (Y)	3,185	0.002	Accepted
ALTRUISTIC LEADERSHIP (X1) -> WORK MOTIVATION (Z)	113,042	0.000	Accepted
ALTRUISTIC LEADERSHIP (X1) -> OCB (Y)	3,485	0.001	Accepted
WORK MOTIVATION (Z) -> OCB (Y)	9,002	0.000	Accepted
ALTRUISTIC LEADERSHIP (X1) -> WORK MOTIVATION (Z) -> OCB (Y)	8,902	0.000	Accepted
ORGANISATIONAL CLIMATE (X2) -> WORK MOTIVATION (Z) -> OCB (Y)	2,749	0.004	Accepted

Based on the table above, it can be seen that all influences between variables have a positive and significant effect and also the hypothesis can be accepted because it is seen from the t value > 1.66 and the p-value < 0.05.

Discussion

The Effect of Altruistic Leadership on OCB of Village Apparatus in Wanasaba District

Based on the results of the first hypothesis test (H1), it shows that there is a positive and significant influence of altruistic leadership on the OCB of the Village Apparatus in Wanasaba District. The findings in this study state that leaders are always willing to provide the most and best for the community and prioritise tasks over self-interest so that these things can increase the OCB possessed by each village apparatus. It can be seen from the majority of respondents' answers that they always prioritise honesty and have high tolerance for interference with work.

Altruistic leadership can be stated as contemporary leadership, in the sense that it was developed in the modern era (Hartanto, 2009). Altruistic leadership has a basic component of providing assistance to

others (helping; altruistic), relevant to the components in OCB (*altruism (helping), conscientiousness, sportmanship, kindness (courtesy), civic virtue, peacekeeping and cheerleading*). As for the application of altruistic leadership, it gives very serious attention to the welfare of subordinates who are led and other aspects in the form of being voluntary, deliberately involving themselves in helping others, not expecting rewards, sacrificing self-interest, trust and cooperation, willing to accept risks and avoid egoistic. The results of this study provide evidence for the results of research from Abdillah (2021) which found that altruistic leadership has a significant effect on OCB, specifically on village officials in Wanasaba District.

The Effect of Organisational Climate on OCB of Village Apparatus in Wanasaba Sub-district

Based on the results of the second hypothesis test (H2), it shows that there is a positive and significant effect of organisational climate on OCB of Village Apparatus in Wanasaba District.

The findings in this study state that the completeness of the tools owned by the office supports the effectiveness of a job. Respondents stated that the village government office has complete work equipment and work tools that are in accordance with IT developments. In addition, the internal environment of the village government has harmonious co-worker relationships so that this can increase the OCB owned by each village apparatus.

Badu & Djafri (2017) state that organisational climate as "the personality of the organisation, reflected by its members". Organisational climate is very broad, but in describing it for something that can be perceived by its members. Organisational climate is also expressed as the quality of the relationship between the organisational environment and its members which can shape OCB. Naway (2017) states OCB as a form of prosocial behaviour. OCB will direct the behaviour of individuals, groups or organisations, in the form of behaviour that supports the realisation of the values and potential of the organisation. The results of this study also strengthen the results of research conducted by Yusnita, et al (2021) which states that organisational climate affects OCB.

The Effect of Altruistic Leadership on Work Motivation of Village Government Officials in the Wanasaba Sub-district Area

Based on the results of the third hypothesis test (H3), it shows that there is a positive and significant effect of organisational climate on OCB of Village Apparatus in Wanasaba District. The findings in this study state that the average village apparatus states that the village head in every behaviour gives high attention to the welfare of many people. The village head is willing to provide the knowledge he has to others at work, provides the skills he has in completing the work of others and always practices behaviours that provide more work opportunities to get incentives for subordinates. So that this can foster strong motivation within each village apparatus, this is shown by working to prioritise the achievement of helping the community more than self-achievement and applying good attitudes and actions to the community that are more important than material rewards.

Antoni, *et.al.*, (2022) in his research proved that leadership affects job satisfaction. Job satisfaction has relevance to work motivation, because in one of the motivation theories is satisfaction theory. In accordance with the background description, the choice of work motivation variables, because it is believed to be a variable that is very close to performance [$performance = f(motivation, ability, opportunity)$]. Performance improvement is ensured through motivation and or ability. Mallen, et al (2018) found that altruistic leadership affects performance, so it is confirmed first through work motivation.

According to Mangkunegara (2009) motivation is a condition (energy) that moves in individuals who are directed to achieve organisational goals. Motivation arises from two impulses, namely encouragement from within oneself (internal motivation) and encouragement from outside oneself / other

parties (external motivation). The results of this study provide support for the results of research by Antoni, et. al., (2022) which states that altruistic leadership has a significant effect on work motivation.

The Effect of Organisational Climate on Work Motivation of Village Government Officials in the Wanasaba Sub-district Area

Based on the results of the fourth hypothesis test (H4), it shows that there is a positive and significant effect of organisational climate on the work motivation of the Village Apparatus in Wanasaba District. The findings in the study state that the average respondent feels that the conditions in the internal village government office are classified as fulfilling comfort as a workplace, the village government office has complete work equipment and the internal environment of the village government has harmonious co-worker relationships. So that a good organisational climate can encourage the emergence of positive motivation within each village apparatus.

Organisational work environment factors (job design, structure, policies, rewards) affect organisational outcomes such as satisfaction, motivation, performance (Gibson, et al., 2011). These environmental factors are a mirror of the organisational climate, because these dimensions are perceived by employees, as a form of organisational climate. Stringer (2003), Wirawan (2007) in the resulting model showed that organisational climate affects motivation and subsequently performance. High work motivation is not limited to the effort or drive to work, but seeks to adjust personal competence in order to complete the job optimally. High work motivation shows more efficient work efforts and better quality. The results of this study provide support for the results of previous research conducted by Haseeb, et al (2016) which states that organisational climate has a positive and significant effect on work motivation.

The Effect of Work Motivation on OCB of Village Government Apparatus in Wanasaba Sub-district

Based on the results of the fifth hypothesis test (H5), it shows that there is a positive and significant effect of work motivation on OCB of Village Apparatus in Wanasaba District. The findings in this study indicate that the average respondent states that they always have high motivation to do good things for their village. This is shown by the attitude and behaviour of sacrificing to help others, working to put the achievement of helping the community ahead of personal achievement, work is always willing to make great sacrifices for the good of the community. So that with high or strong motivation encourages village officials to have high OCB as well. This can be seen from the level of always practicing the behaviour of providing help voluntarily, because it is not his responsibility, at work, prioritising accuracy in completing each job.

Work motivation is basically an aspect related to the intensity of individuals in using all self-competence in realising something as a basis for realising a need or desire. His behaviour will automatically be directed to get closer to aspects that can realise needs with high intensity. This research is not in the realm of the dimensions of fulfilment of motives, but has manifested as results. Barbuto & Story (2019) found that intrinsic motives (motivation that arises from internal processes, as a pleasant condition of work) have a significant effect on OCB. Naway (2017:10) explains that this behaviour is not only in work matters within the organisation, but also in social forms outside the work relationship in the organisation (continuing to outside the organisation), with the aim that colleagues can maximally directly or indirectly contribute to the organisation. The findings in this study reinforce the findings of previous research by Barbuto & Story (2019) which suggests that work motivation has a positive and significant effect on OCB.

The Effect of Altruistic Leadership on OCB through Work Motivation

Based on the results of the fourth hypothesis test (H6), it shows that there is a positive and significant effect of altruistic leadership on OCB through work motivation in the Village Apparatus in Wanasaba District. The findings in this study state that the village head in every behaviour gives high attention to the welfare of many people so as to encourage the emergence of motivation within each village apparatus in the form of working always willing to provide the most and best for the community. When high motivation has been formed, it will certainly lead to OCB where the village apparatus will have a high altruism attitude towards their work and also have a high dedication to the goals of the organisation or village. This can be seen from the majority of respondents' answers stating that they always practice the behaviour of providing help voluntarily, because it is not their responsibility.

Altruistic leadership has a basic concept of leaders who apply *helping* behaviour (*helping/altruism*). This altruism component also exists in *authentic leadership*, *servant leadership* and *spiritual leadership* (Mallen, et al., 2018). In another context, *organisational altruism* is also known, which indicates more pro-social attention to organisational members. The form of behaviour that is carried out is helping colleagues who have *overloaded work*, directing work for workers who are experiencing difficulties, even providing assistance for work to absent employees.

Hypothesised direct association of altruistic leadership variables on OCB and work motivation, both are expected to have a positive and significant effect. Shabab, et.al., (2018) failed to prove the significance of the indirect association of leadership on OCB through work motivation.

The Effect of Organisational Climate on OCB through Mediation of Work Motivation

Based on the results of the seventh hypothesis test (H7), it shows that there is a positive and significant effect of organisational climate on OCB through work motivation in the Village Apparatus in Wanasaba District. The findings in this study indicate that the majority of respondents feel that the conditions in the internal village government office are classified as fulfilling comfort as a workplace and the village has complete work equipment and also the village government organisation environment is harmoniously established superior subordinate relationships. So that it encourages the motivation of each village apparatus, this can be seen from the attitude and good deeds to the community, which is the main thing rather than limited to material rewards and attitudes and behaviours sacrificing to help others. And in the end when strong motivation is already owned by each apparatus, it leads to OCB where the apparatus becomes voluntary to realise the various goals of the organisation.

Organisational work environment factors (job design, structure, policies, rewards) affect organisational outcomes such as satisfaction, motivation, performance (Gibson, et al., 2011: 124). These environmental factors are a mirror of the organisational climate, because these dimensions are perceived by employees, as a form of organisational climate. Stringer (2003), Wirawan (2007) in the resulting model showed that organisational climate affects motivation and subsequently performance. Work motivation is basically an aspect related to the intensity of individuals in using all personal competencies in realising something as a basis for realising a need or desire. His behaviour will automatically be directed to bring closer aspects that can realise high intensity needs and lead to OCB. In line with research conducted by Sinaga, et. al., (2019) in his research building an organisational climate model has a positive and significant effect on OCB through work motivation.

Conclusions and Suggestions

The conclusions that can be formulated in this study are: There is a positive and significant influence of altruistic leadership on OCB of village officials in Wanasaba District. Organisational climate

is proven to have a positive and significant effect on OCB of village officials in Wanasaba District. Altruistic leadership has a positive and significant effect on work motivation. Organisational climate has a positive and significant effect on work motivation. Work motivation affects the OCB of village officials in Wanasaba District. Altruistic leadership has a significant effect on OCB through work motivation of village officials in Wanasaba District. Organisational climate has a significant effect on OCB through the work motivation of village officials in Wanasaba District.

Suggestions that can be given in this study are: The application of OCB in government organisations is a behaviour applied by village officials that can improve organisational efficiency and effectiveness. In practice, the leadership role of the village head is very important to improve its quality, where a very relevant leadership model is altruistic leadership. The village head practices it with behaviour that is helpful, voluntary and involves himself in providing assistance. The internal organisation of the government is run by paying attention to the welfare of its subordinates (village apparatus). An important aspect to support the application of altruistic leadership of the village head can also be done by managing the physical, social and management system aspects of the village government organisation. This is known as organisational climate management, where each year there is a special allocation fund to improve the physical quality and management system of the organisation. The desire, effort and awareness to improve the self-competence of the village apparatus are necessary. These aspects can apparently be stimulated by the village head by applying altruistic leadership. The role of the leader (village head) to improve the quality of altruistic leadership. The awareness of the village head to provide the best for the apparatus and the community is very important, avoiding behaviour that is more impartial to the self-interest of the leader. Work motivation of the village apparatus can also be driven by improving the physical quality, social relations and the quality of the management system of the village government organisation. Organisational climate conditions that get a better assessment, due to the completeness of work facilities and infrastructure, work comfort and others will automatically increase the desire of the village apparatus to improve their competence in work. The management of altruistic leadership and organisational climate will drive work motivation. This work motivation itself will influence OCB behaviour. Attention to aspects that increase work motivation is very important, but in this study it can be focused on improving altruistic leadership and the organisational climate of village government.

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