
Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

Implementation of Organizational Citizenship Behavior and Leadership to Lecturer Research Performance at Private Universities in Medan**Muhammad Taufik Lesmana^{1*}, Amirul Syah¹, Asrizal Efendy Nasution¹**¹Universitas Muhammadiyah Sumatera Utara

Jl. Kapten Mukhtar Basri No. 3 Medan

***Email:** muhammadtaufiklesmana@umsu.ac.id**ABSTRACT**

This study aims to analyze organizational citizenship behavior and leadership factors in the research performance of lecturers at private universities in Medan. The data used are primary data taken through interviews and structured questionnaires. The population in this study were all permanent non-PNS foundation lecturers at private universities in Medan. The sampling method uses non-probability sampling with random sampling techniques. The number of samples in this study was 100 people. Data collection techniques are through interviews and questionnaires. This research method is associative descriptive with data processing using path analysis (path coefficients) with the Smart-PLS version 13 analysis tool. The results show that organizational citizenship behavior and leadership each positively and significantly influence the research performance of private university lecturers in Medan. This result is evidence of the R Square value of 0.610.

Keywords: Organizational Citizenship Behavior, Leadership, Lecturer Research Performance

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

“Entrepreneurship on Global Economics Development in the Era of Society 5.0”

INTRODUCTION

One crucial component in the world of education in higher education is the lecturer. Lecturers have roles, duties, and responsibilities in realizing national education goals, namely improving the quality of Indonesian people and educating the nation's life (Auliana, 2017). Furthermore, law of the Republic of Indonesia Number 5 of 2005 explains that lecturers are professional educators and scientists with the main task of transforming, developing, and disseminating science, technology, and art through education, research, and community service (Sudirno, 2014). From this explanation, lecturers' duties are divided into three parts: the Tri Dharma of Higher Education, which consists of education, research, and community service.

To achieve the objectives of the mandate of Law no. 5 of 2005, lecturers must continue to upgrade themselves and have high performance. A lecturer performs well when he can carry out the Tri Dharma of higher education as a whole. However, only some lecturers focus on their teaching duties and ignore other tasks for community service and research. This information can be seen from the number of lecturers and scientific publications that have yet to be comparable. The Director General of Strengthening Research and Development of Ristekdikti, Muhammad Dimiyati explained that there were 177,000 lecturers and researchers from 4,607 tertiary institutions in Indonesia. However, only 34,007 produced research that was realized in the form of publications (<https://www.pikiran-rakyat.com/pendidikan/pr-01319187/jumlah-dosen-dan-publikasi-ilmiah-belum-sebanding>, 2019). This information shows that there are still lecturers who still need to carry out their research tri dharma duties because if on average, each lecturer has only one research, then there should be 177,000 research in publication form. Not to mention that several lecturers have much research while some lecturers have yet to research. The 2018 Higher Education Statistics Book issued by the Ministry of Research, Technology and Higher Education shows that the number of lecturers in private tertiary institutions in Medan is 12,627 consisting of permanent and non-permanent lecturers. Meanwhile, data from the Central Bureau of Statistics for North Sumatra 2018 shows that of the 36 private universities in Medan, there are 5,405 permanent lecturers (<https://sumut.bps.go.id/statictable/2018/11/27/1283/jumlah-perguruan-tinggi-swasta-mahasiswa-dan-dosen-menurut-jenis-perguruan-tinggi-se-sumatera-utara-2017-2018.html>, 2019). Although no exact data shows the number of non-PNS permanent lecturers at private tertiary institutions in Medan who conduct research, referring to the data presented above, it can be concluded that there are still lecturers who do not carry out research at private tertiary institutions in Medan. This gap indicates a problem that occurs in lecturer research performance.

Lecturer performance is the ability to carry out the work or tasks that the lecturer has in completing a job. Lecturer performance is the ability to complete work related to the tri dharma of higher education which consists of education or teaching, research, and community service (Lesmana & Nasution, 2020). A lecturer performs well if he can complete all of his assignments. However, in reality, most lecturers only carry out their duties in the field of education or teaching and ignore their other duties, namely research and service, even though research and community service are also the main tasks of a lecturer.

Discussing the research performance of lecturers cannot be separated from the culture of behavior within the organization itself. Organizational Citizenship Behavior (OCB) is a

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

positive behavior shown by members of the organization. This positive behavior is reflected in the form of a willingness to work and contribute to the organization without having to be supervised and forced. Organizational Citizenship Behavior (OCB) is loyalty, love, and a sense of belonging from members of the organization to their organization (Jaya & Subrata, 2014). Organizations with employees with a high level of Organizational Citizenship Behavior (OCB) will be able to face challenges both from within and outside the organization. Thus, Organizational Citizenship Behavior (OCB) is critical in an organization to improve organizational efficiency, effectiveness, and creativity through the contribution of organizational members in the form of resource transformation, innovation, and adaptability (Jufrizen et al., 2020). A lecturer at a tertiary institution with OCB will be responsible for maintaining and growing the tertiary institution by carrying out activities related to administration and the Tri Dharma of higher education, one of which is conducting research.

In addition to the organizational citizenship behavior factor in influencing lecturer research performance, leadership is another factor that is no less important. Leadership uses influence to encourage individuals to achieve goals (Lukitaningtias & Hernanik, 2018). In reality, leaders can influence morale and job satisfaction, security, quality of work life, and especially an organization's achievement level (Rifkhan, 2018). Influential leaders are those who have certain desirable traits or qualities, such as charisma, foresight, intensity, and self-confidence (Kurniati & Fidowaty, 2017). Effective leadership can provide direction to the efforts of all workers in achieving organizational goals. One of the organization's goals is to achieve maximum employee work performance because by achieving maximum work performance, the organization will get maximum results. In tertiary institutions, one of the maximum performances required is the performance of lecturers in carrying out the tri dharma of higher education. Therefore, leaders must be someone who can influence lecturers to achieve maximum work performance, one of which is in the field of research. The achievement of lecturer research performed under the provisions set by the Ministry of Research, Technology and Higher Education and universities personally will raise the degree and level of higher education towards a better direction in the future. This is, of course, done to maintain the survival of higher education institutions amid the many universities currently competing to be at the forefront. The success or failure of a tertiary institution which is related to the performance of lecturers in carrying out the tri dharma of higher education, one of which is conducting research, will always be linked to the leadership applied.

The phenomenon that occurs is related to the low research performance of lecturers at private tertiary institutions in Medan. It is indicated that the first problem is that a culture of behavior has yet to be created within these tertiary institutions. Hence, lecturers still need to have loyalty, love, and a sense of belonging to the tertiary institution where they work. This causes lecturers to need to be more optimal in carrying out their tri dharma duties as a lecturer, especially their performance in conducting research. The second problem is the leadership factor, where the leadership has not fully recognized the weaknesses of the lecturers in research and tries to help overcome them, recognizes the potential research abilities of lecturers and develops them as well as the lack of firmness of the leadership in giving instructions to lecturers so that they can carry out research as their duties and responsibilities as a lecturer. Based on these problems, the authors are interested in

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

conducting this research to find out whether it is true that organizational citizenship behavior and leadership factors influence the research performance of lecturers at private tertiary institutions in Medan.

METHOD

This study uses a descriptive associative research approach to explain the causal relationship between the research variables and the testing hypothesis (Nasution et al., 2020). The independent variables in this study consist of organizational citizenship behavior and leadership, while the dependent variable is the lecturer's research performance. The data used are primary data taken through interviews and structured questionnaires. The population in this study were all permanent non-PNS foundation lecturers at private universities in Medan. The sampling method used is non-probability sampling with a random sampling technique. The number of samples that were successfully collected was 100 people. The data analysis technique uses path analysis (path coefficients) to determine the effect of organizational citizenship behavior and leadership variables on the research performance of lecturers at private tertiary institutions in Medan with the Smart-PLS version 13 analysis tool.

RESULT AND DISCUSSION

After collecting and processing data in the field from the results of the respondents' answers, data were obtained about the research performance of lecturers who were influenced by the independent variables in this study. Respondents in this study were dominated by women, as many as 63 women and 37 men, with the most dominant age level above 45 years, as many as 57 people. The length of time worked was dominated by over ten years, as many as 60 people with an educational level dominated by Masters graduates as many as 72 people. Based on 100 samples obtained from respondents, data analysis can be presented with stages (1) analysis of the measurement model (outer model); and (2) structural model analysis (inner model).

Table 1. The Result of Composite Reliability

	<i>Composite Reliability</i>
Leadership (X2)	0,943
Lecturer Research Performance (Y)	0,904
Organizational Citizenship Behavior (X1)	0,947

Source: Author's compilation

Based on table 1 shows that the composite reliability value for organizational citizenship behavior (X1) is 0.947, leadership (X2) is 0.943, and lecturer research performance (Y) is 0.904. Therefore, the reliability of the construct score must be high with a Composite Reliability value of > 0.6 (Ghozali & Imam, 2018a). Therefore, all of the above instruments obtained a composite reliability value of > 0.6 , which can be said to be reliable as a measuring tool.

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

Table 2. Discriminant Validity (Fornell Lacker Criterion)

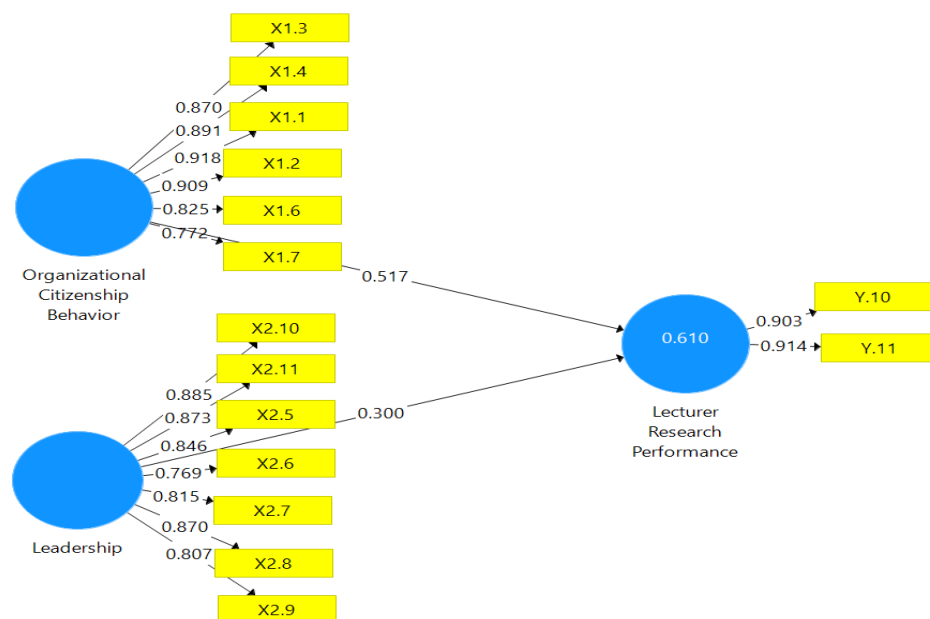
	Leadership	Lecturer Research Performance	Organizational Citizenship Behavior
Leadership (X2)	0,839		
Lecturer Research Performance (Y)	0,721	0,909	
Organizational Citizenship Behavior (X1)	0,813	0,761	0,866

Source: Author's compilation

The output value of HTMT < 0.90 indicates strong discriminant validity (Juliandi, 2018). When combined with other latent variables, the cross-loading value for each latent variable is greater than the cross-loading value. Therefore, each latent variable has strong discriminating validity. From the Heretroit-Monotrait Ratio values above, all values < 0.90 indicate strong discriminant validity.

Hypothesis Testing Between Variables (Inner Models)

Testing the inner or structural model is done to see the relationship between the constructs. Evaluation of the Inner Model is carried out with three ways of testing: R-Square, F-Square, and hypothesis testing (path coefficients, direct effect, indirect effect, and total effect).


Figure 1. Patch Diagram

In Figure 1, it can be seen that each indicator is valid for explaining each variable, namely internal and external factors; besides that, it also shows the magnitude of the contribution of each indicator to the factors. For example, for the organizational citizenship behavior variable, the indicator with the most significant loading is X1.1 of 0.918. For the

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

“Entrepreneurship on Global Economics Development in the Era of Society 5.0”

leadership variable, the indicator with the most significant loading factor is X2.10 of 0.885. Composite reliability statistics or construct reliability are Cronbach's alpha and Rho-A. Cronbach's alpha and Rho-A values above 0.7 indicate that the construct has high reliability as a measuring tool. A cutoff value of 0.7 and above means that it is acceptable and very satisfying (Nasution et al., 2020).

Assessing the model with SmartPLS begins by looking at the R-Square for each latent dependent variable. For example, table 3 below is the result of R-Square estimation using Smart PLS.

Table 3. R-Square

	<i>R-Square</i>	<i>R-Square Adjusted</i>
Y	0.610	0.607

Source: Author's compilation

The conclusion shown in table 3 is that for examining the modified R-Square value for the Path model, it is 0.607. If the value (adjusted) = 0.50 → 0.74, the model is moderate (Ghozali & Imam, 2018a). Therefore, it can be concluded that the model path of 0.607 belongs to moderate or moderate influence. The value of lecturer research performance variables is influenced by organizational citizenship behavior and leadership by 60.7%, while the rest is influenced by other variables not examined.

Table 4. F-Square

Lecturer Research Performance	
Leadership (X2)	0,078
Organizational Citizenship Behavior (X1)	0,233

Source: Author's compilation

Table 4 shows that the leadership variable (X2) on the lecturer research performance variable (Y) has a value of 0.078, meaning it has a weak influence. In contrast, organizational citizenship behavior (X1) has a value of 0.233, meaning it has a moderate or moderate influence in this structural model (Ghozali & Imam, 2018b).

Table 5. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Leadership -> Lecturer Research Performance	0,300	0,299	0,061	4,896	0,000
Organizational Citizenship Behavior -> Lecturer Research Performance	0,517	0,521	0,055	9,428	0,000

Source: Author's compilation

Table 5 above shows that the path coefficient value of Organizational Citizenship Behavior (X1) on Lecturer Research Performance (Y) has a positive value of 0.517, meaning that it has a unidirectional influence. If the value of organizational citizenship behavior increases, then the value of lecturer research performance also increases. Statistical T value = 9.428 > 1.96 and P-Values = 0.000 < 0.05, meaning that there is a significant influence between Organizational Citizenship Behavior (X1) on Lecturer Research Performance (Y).

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

“Entrepreneurship on Global Economics Development in the Era of Society 5.0”

The leadership path coefficient value (X2) on Lecturer Research Performance (Y) is positive at 0.300, meaning that it has a unidirectional influence. If the value of leadership increases, then the value of the lecturer's research performance also increases. Statistical T value = $4.896 > 1.96$ and P-Values = $0.000 < 0.05$, meaning that there is a significant influence between Leadership (X2) on Lecturer Research Performance (Y).

DISCUSSION

Organizational Citizenship Behavior on Lecturer Research Performance

Based on the data processing results, the path coefficient value is 0.517, meaning that it has a unidirectional influence. If organizational citizenship behavior increases, the research performance of lecturers also increases. The relationship between the two is shown by the T statistic = $9.428 > 1.96$ and P-Values = $0.000 < 0.05$, meaning that there is a significant influence between Organizational Citizenship Behavior (X1) on Lecturer Research Performance (Y). A university lecturer with organizational citizenship behavior within him will be responsible for maintaining and raising his tertiary institution by carrying out his activities concerning administration and Tri Dharma of higher education, one of which is conducting research (Lesmana & Nasution, 2020).

Organizational citizenship behavior still needs to be improved in private universities in Medan. This is evidenced by the answers of respondents who stated that they were only willing to provide loyalty during working hours to the college where they work, with the answer 'Agree' as many as 69% of respondents. Then 81% of respondents answered 'Agree' with the statement that working in a university does not create a sense of belonging to the organization. Finally, 76% of respondents answered 'Agree' with the statement that working and contributing to the organization must be supervised and forced. From the explanation above, organizational citizenship behavior is indeed the cause of the low research performance of lecturers at private universities in Medan.

Therefore, private tertiary institutions in Medan must carry out overall internal improvements to foster positive things that can create organizational citizenship behavior for lecturers in their environment because this study has proven that organizational citizenship behavior affects lecturer research performance. This is done in order to improve the research performance of lecturers at private tertiary institutions in Medan so that they have even better research performance under the demands of the Ministry of Research, Technology and Higher Education or even surpass it in the future so that they can compete and survive amidst the intense competition of private universities. in Medan. This research is in line with research conducted by (Sani & Maharani, 2012), (Nurnaningsih & Wahyono, 2017), (Al-Mahasneh, 2015), (Jaya & Subrata, 2014), (Sudirno, 2014) who in their research stated that culture Organizational citizenship behavior could affect the level of research performance of lecturers at private universities in Medan.

Leadership on Lecturer Research Performance

Based on the data processing results, the path coefficient value is 0.300, meaning that it has a unidirectional effect. If leadership increases, the lecturer's research performance also increases. The relationship between the two is shown by the T statistic = $4.896 > 1.96$ and

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

P-Values = 0.000 < 0.05, meaning that there is a significant influence between Leadership (X1) on Lecturer Research Performance (Y). Applying leadership will affect employees' daily work patterns to improve employee performance (Andayani & Zania, 2021).

The leadership currently implemented in private universities in Medan still needs improvement. This is evidenced by the respondents' answers regarding statements about leadership. First, 79% of respondents answered 'Agree' with the statement that leaders cannot create warm relations between leaders and subordinates; there is still a separation between leaders and subordinates, so employees do not work optimally. Then 67% of respondents answered 'Strongly Agree' with the statement that leaders are less able to recognize lecturers' shortcomings and weaknesses in research. 58% of respondents answered 'Agree' with the statement that the leadership was not responsive to solutions to problems experienced by lecturers. 66% of respondents answered 'Agree' that the leadership does not give sanctions to lecturers who do not carry out research assignments. Finally, 52% of respondents answered "Agree" with the statement that the leadership does not provide infrastructure for lecturers to improve their research abilities. From the explanation above, this leadership problem is indeed the cause of the low research performance of lecturers at private universities in Medan.

Therefore, private tertiary institutions in Medan must change the leadership implemented so far. All power and efforts must be mobilized to get outstanding leadership that can recognize subordinate problems, provide solutions to these problems, and act decisively on subordinates who violate established rules. Furthermore, higher education leaders must provide clear rewards and punishments to lecturers regarding the tri dharma duties of higher education as a lecturer, one of which is conducting research. With the presence of the leaders mentioned above, it is hoped that they will be able to provide solutions to the low research performance of lecturers at private tertiary institutions in Medan so far that lecturers' research performance can be maximized in the future. This research is in line with research conducted by (Kurniawati & Wahyudi, 2015), (Andini, 2016), (Nafi'ah dan Putri Ayu, 2017), (Purwanto, 2015), (Anwar et al., 2015), which states that leadership can affect the work performance of a lecturer.

IMPLICATIONS

The problem is that the research performance of lecturers at private universities in Medan needs to be maximized. Knowing that organizational citizenship behavior and leadership influence the research performance of lecturers at private tertiary institutions in Medan, this will receive special attention to be repaired and improved to improve lecturer research performance in the future.

CONCLUSION

Based on the data analysis and discussion results, the researchers concluded that the relationship between organizational citizenship behavior variables on lecturer research performance has a positive and significant effect, meaning that if organizational citizenship behavior increases, lecturer research performance at private universities in Medan will also increase. Likewise, the leadership variable on lecturer research performance has a positive and significant effect. If leadership increases, the research performance of lecturers at private

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

universities in Medan will also increase. The R-Square value is 0.610, meaning that variations influence 61% of the research performance of private university lecturers in Medan in organizational citizenship behavior and leadership variables. In contrast, the rest are influenced by other variables not examined in this study. The advice that can be given regarding organizational citizenship behavior is to create lecturer loyalty by providing all the needs and comforts at work so that lecturers no longer think about other jobs outside of their work as lecturers. This will create a sense of ownership of the lecturers in the organization, and the lecturers will work by giving their best performance without having to be supervised by the leadership. Regarding leadership, it is recommended to apply firm leadership to lecturers who ignore the tri-dharma duties of higher education, one of which is conducting research. Give incentives to lecturers who carry out research, from publication fees, publication outputs, and self-development programs in conducting research. On the other hand, give strict sanctions to lecturers who do not conduct research, for example, reducing teaching hours, warning letters, or even dismissal.

REFERENCE

- Al-Mahasneh, M. A. (2015). The impact of organizational citizenship behavior on job performance at Greater Amman municipality. *European Journal of Business and Management*, 7(36), 108–118.
- Andayani, N. R., & Zania, F. M. (2021). The Effect Of Public Relation And Customer Value Marketing On Customer Loyalty In Starbucks Coffee Batam City. *Journal Of Applied Business Administration*, 5(2), 163–171. <https://doi.org/10.30871/jaba.v5i2.2647>
- Andini. (2016). Analisis Faktor – Faktor Yang Mendorong Kinerja Dosen Tetap Pada Fakultas Komunikasi Dan Bisnis Universitas Telkom. *E-Proceeding of Management*, 3(2), 2136–2147.
- Anwar, A. A., Maupa, H., Haerani, S., & C., P. (2015). The Effects of Leadership Styles, Organizational Climate, Environmental Aspects and Organizational Commitment and Job Satisfaction on the Lectures' Performance of Kopertis III in Jakarta. *Scientific Research Journal (SCIRJ)*, 3(9), 37–42.
- Auliana, S. dan I. N. (2017). Penerapan Organizational Citizenship Behaviour Dosen di STIE Bina Bangsa. *Manajerial : Jurnal Manajemen Dan Sistem Informasi*, 16(1), 149–162.
- Ghozali, & Imam. (2018a). *Structural Equation Modelling Metode Alternatif dengan Partial Least Squares(PLS)* (B. P. U. Diponegoro, Ed.; 4th ed.).
- Ghozali, & Imam. (2018b). *Structural Equation Modelling Metode Alternatif dengan Partial Least Squares(PLS)* (B. P. U. Diponegoro, Ed.; 4th ed.).
- <https://sumut.bps.go.id/statictable/2018/11/27/1283/jumlah-perguruan-tinggi-swasta-mahasiswa-dan-dosen-menurut-jenis-perguruan-tinggi-se-sumatera-utara-2017-2018.html>. (2019).
- <https://www.pikiran-rakyat.com/pendidikan/pr-01319187/jumlah-dosen-dan-publikasi-ilmiah-belum-sebanding>. (2019). Kemenristekdikti.
- Jaya, N. N., & Subrata, I. G. M. (2014). Model Pengukuran Organizational Citizenship Behaviour (OCB) Dan Produktivitas Dosen PNS Diperbantukan (DPK) Pada Perguruan Tinggi Swasta Di Kota Mataram. *GaneÇ Swara*, 8(1), 91–95.

Proceeding Medan International Conference Economics and Business

Volume 1, Year 2023

"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

- Jufrizen, Farisi, S., & Azhar, Muhammad Elfi Daulay, R. (2020). Model Empiris Organizational Citizenship Behaviour Dan Kinerja Dosen Perguruan Tinggi Swasta Di Medan. *Ekuitas: Jurnal Ekonomi Dan Keuangan*, 4(2), 145–165.
- Juliandi, A. (2018). Structural Equation Model Partial Least Square (Sem-Pls) Dengan SmartPLS. Modul Pelatihan, 1–4.
- Kurniati, P. S., & Fidowaty, T. (2017). Faktor-Faktor Yang Mempengaruhi Kinerja Penelitian Dosen Universitas Komputer Indonesia. *Jurnal Ilmu Politik Dan Komunikasi*, 7(2), 191–206.
- Kurniawati, H., & Wahyudi, A. (2015). Pengaruh Kepuasan Kerja dan Komitmen Organisasional Terhadap Kinerja dengan Organizational Citizenship Behaviour sebagai Variabel Moderasi. *Jurnal Sumberdaya Manusia*, 9(1), 1–10.
- Lesmana, M. T., & Nasution, A. E. (2020). Analysis of Factors Affecting the Performance of Lecturers in Conducting Research: A Case Study on Private Universities in Medan. *Asia Pacific Journal of Management and Education*, 3(2), 33–44. <https://doi.org/10.32535/apjme.v3i2.845>
- Lukitaningtias, F., & Hernanik, N. D. (2018). Analisis Faktor Yang Mempengaruhi Kinerja Penelitian Dosen Perguruan Tinggi Swasta (PTS) Kluster Madya Di Kota Malang. *Jurnal Arthavidya*, 20(2).
- Nafi'ah dan Putri Ayu, D. (2017). Faktor-Faktor Yang Mempengaruhi Kinerja Dosen Tetap Insuri Ponorogo. *Jurnal Al-Adabiya: Jurnal Kebudayaan Dan Keagamaan*, 12(2), 208–227.
- Nasution, M. I., Fahmi, M., Jufrizen, Muslih, & Prayogi, M. A. (2020). The Quality of Small and Medium Enterprises Performance Using the Structural Equation Model-Part Least Square (SEM-PLS). *Journal of Physics: Conference Series*, 1477(5), 1–7. <https://doi.org/10.1088/1742-6596/1477/5/052052>
- Nurnaningsih, S., & Wahyono, W. (2017). Pengaruh Kepuasan Kerja, Motivasi Kerja Dan Komitmen Organisasi Terhadap Kinerja Melalui Organizational Citizenship Behavior (OCB) Sebagai Variabel Intervening. *Economic Education Analysis Journal*, 6(2), 365–378.
- Purwanto, S. K. (2015). Pengaruh Kepemimpinan Terhadap Kinerja Dosen di Perguruan Tinggi. *Jurnal Manajemen*, XIX(01), 47–58.
- Rifkhan. (2018). Faktor-Faktor Yang Mempengaruhi Kinerja Dosen Universitas Pamulang. *Jurnal Renaissance*, 3(2), 358–373.
- Sani, A., & Maharani., V. (2012). The Impacts of Transformational Leadership and Organizational Commitment on Job Performance with the Among Lecturers of Faculty in the Islamic Maulana Malik Ibrahim Malang University: the Mediating Effects of Organizational Citizenship Behaviour. *International Journal of Academic Research*, 4(4), 99–103.
- Sudirno, D. (2014). Penerapan Organizational Citizenship Behaviour Dalam Manajemen Sumber Daya Manusia Pada Perguruan Tinggi. *E-MAKSI: Jurnal Ilmiah Manajemen & Akuntansi*, 1(1), 90–104.