
THE INFLUENCE OF ORGANIZATIONAL CLIMATE AND LEADER MEMBER EXCHANGE ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) OF CIVIL SERVANTS AT THE FOOD SECURITY, FOOD CROPS, HORTICULTURE AND FISHERIES OFFICE OF SANGGAU REGENCY

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Abstract

The success of an organization in achieving its goals is highly dependent on the quality of its human resources, where employees act as the main asset. One important factor in employee management is the organizational climate and the quality of the relationship between superiors and subordinates known as Leader-Member Exchange (LMX). This study aims to determine the effect of organizational climate and LMX on the Organizational Citizenship Behavior (OCB) of Civil Servants at the Food Security, Food Crops, Horticulture, and Fisheries Service (DKPTPHP) of Sanggau Regency. This study uses a quantitative approach with an associative research type, which aims to determine the relationship between two or more variables. The data analysis techniques used are multiple linear regression analysis, F test, and t test. The results of the study indicate that simultaneously, organizational climate and LMX have a significant effect on OCB with a correlation coefficient (R) of 0.570 and a determination coefficient (R²) of 32.50%. However, partially, only the LMX variable has a significant effect on OCB, while organizational climate does not have a significant effect. Thus, a quality superior-subordinate relationship plays an important role in increasing employee voluntary work behavior that goes beyond their formal duties. This finding can be a reference for organizations to pay more attention to the interpersonal relationship aspect in an effort to improve employee performance and loyalty. Check how many words there are.

Keywords: Organizational Climate, Leader Member Exchange, Organizational Citizenship Behavior (OCB)

INTRODUCTION

The success of an organization in achieving its goals cannot be separated from the human resources factor (employees). Employees are one of the valuable assets in an organization. Employees will feel happy if they are given emotional support, trust, and the opportunity to develop themselves to do their jobs well.

The Food Security, Food Crops, Horticulture and Fisheries Service of Sanggau Regency, located at Jalan Jendral Sudirman No. 11, Beringin, Kapuas District, Sanggau Regency, West Kalimantan has the main task of leading, fostering and organizing secretarial activities, food security, food crops, horticulture and fisheries based on the policies of the regional head and applicable laws and regulations, led by a Head of Service who is positioned under and responsible to the Regent through the Regional Secretariat. The presence of employees of the Food Security, Food Crops, Horticulture, and Fisheries Service of Sanggau Regency is done using fingerprints. Fingerprint is a technology that supports attendance needs, which includes storing data on entry and exit times, and processing the data into a report that can later be used for making policies carried out by leaders. This tool is equipped with software to record the fingerprints of each employee.

The attendance of employees of the Food Security, Food Crops, Horticulture, and Fisheries Service of Sanggau Regency is carried out twice a day when they come to work at 07.30 WIB and when they go home at 16.00 WIB. The absenteeism rate of Civil Servants of the Food Security, Food Crops, Horticulture, and Fisheries Service of Sanggau Regency in 2024 increased by 28.85%. Research by (Stetzer et al., 1997) found that organizational climate affects absenteeism; a good organizational climate will reduce the level of absenteeism. Research by (Kim & Jo, 2024) employees with high levels of LMX have opportunistic behavior (eg, sexual harassment, absenteeism, sabotage) by abusing support and trust from the organization. One dimension of measuring organizational citizenship behavior is conscientiousness, which is behavior that exceeds minimum prerequisites such as absenteeism, compliance with rules and so on (Marison, 1995 in Nimran & Amirullah, 2015:86). The assessment of the work performance of Civil Servants of the Food Security, Food Crops, Horticulture and Fisheries Service of Sanggau Regency in 2024, all employees have a good work performance predicate where the work results are in accordance with expectations and work behavior is in accordance with expectations.

In Indonesia, the public sector plays a strategic role in providing services to the public. However, challenges such as a lack of employee discipline, weak leadership, and an unfavorable organizational climate remain obstacles to achieving an efficient bureaucracy. Pradoto et al. (2022) found that a favorable organizational climate can improve employee performance, while Hermaya & Yuniawan (2018) showed that a positive organizational climate significantly influences work discipline. These findings indicate the need for a transformation of work culture in the public sector.

In the Islamic context, principles such as amanah (responsibility), ihsan (optimal work even without supervision), and maslahah (public interest) are key pillars of ethical management practices. If these values are internalized by public sector employees, negative behaviors such as absenteeism, abuse of authority, and weak accountability can be minimized. Organizations managed based on Islamic values emphasize honesty, social responsibility, and fair leadership (Furqon, 2015; Asmani, 2020).

Research by (Pradoto et al., 2022) found that organizational climate has a positive and significant impact on employee performance. This shows that a conducive organizational climate can improve employee performance, while the opposite condition will decrease employee performance. Research by (Justina et al., 2019) found that leader-member exchange has a positive impact on employee performance. If superiors and subordinates are able to establish good relationships, this will build mutual respect, strong trust, high responsibility for work, and strong loyalty between superiors and subordinates, all of which support organizational progress. The level of individual organizational citizenship behavior (OCB) will have a positive and significant impact on employee performance (Biswan & Varma, 2007 in Titisari, 2014:74). Human Resources (HR) in the Food Security, Food Crops, Horticulture, and Fisheries Service are still lacking in several areas. Most of the employee shortages are in the Extension Sector at 23.52%. Based on an interview with the Head of the Food Security, Food Crops, Horticulture, and Fisheries Service, it is known that there are many shortages of employees, which cause duplicate work. The Extension Sector has the most shortage of employees, which ideally should have 1 extension worker per village, currently, several extension workers work for 2 villages at once.

Organizational citizenship behavior (OCB) helps change the formal organizational atmosphere to be a little relaxed and full of cooperation. It is hoped that with such an atmosphere, tensions among employees can be reduced and because of the supportive atmosphere, employee productivity is expected to increase, so that effectiveness and efficiency will be achieved (Titisari, 2014:3). Organizational citizenship behavior (OCB) involves several behaviors, helping others, volunteering for extra tasks, obeying the rules and procedures in the workplace. These behaviors illustrate “employee added value” and are a form of propositional behavior, namely positive, constructive and meaningful social behavior that helps (Aldag & Resckhe, 1997 in Titisari, 2014:3). The organizational climate conditions in the Food Security, Food Crops, Horticulture and Fisheries Service of Sanggau Regency are not conducive. There are disciplinary violations committed by employees, in 2024 disciplinary violations increased by 66.67%. The efforts made by the agency are to provide a warning letter to the employee concerned and provide an appeal to all employees to improve discipline. Research by (Hermaya & Yuniawan, 2018) found that the organizational climate has a positive and significant impact on work discipline.

This shows that the better the organizational climate felt by employees, the higher the level of employee work discipline will be. Employees who disagree with each other can affect the effectiveness of the overall work relationship, including the relationship with superiors. Disputes between employees can reduce the quality of interactions that can complicate coordination, so that even though the relationship between superiors and subordinates generally seems good, in work, communication and coordination flows can be disrupted. This indicates that the quality of LMX that is formed is not completely stable or even, because disruptions in relationships between individuals in the team can affect how superiors build effective relationships with each member. This shows that the LMX relationship that occurs is in a fairly good condition but not yet ideal, because there are still interpersonal barriers that disrupt the process of exchanging information and trust between leaders and team members as a whole.

REVIEW OF LITERATURE

Organizational Climate

Organizational climate is also called organizational atmosphere is a series of work environment characteristics that can be measured based on the collective perceptions of people who live and work in that environment and are shown to influence their motivation and behavior (Timpe, 1999 in Setiono & Sustiyatik, 2020:108). This shows that the higher the organizational climate owned by an individual, the more positive the organizational citizenship behavior will be (Lestari & Sujono, 2021). So, the dimensions of organizational climate are responsibility, identity, warmth, support and conflict (Toulson & Smith, 1994 in Narpati et al., 2022:94).

Leader Member Exchange

Leader and member exchange is a theory that explains how a leader influences the behavior of his subordinates, in his own way and positions himself as if he were a subordinate, in order to obtain real-time information from the field conditions (Lussier, 2013 in Jaenudin, 2021:7). This shows that the higher the leader member exchange, the more positive it will be (Arifin et., 2023). The dimensions of leader member exchange are affection, loyalty, contribution and professional respect (Liden & Maslyn, 1998).

Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is defined as the behaviors of workers that exceed those required by their formal roles and are indirectly and explicitly recognized by the official/formal compensation/reward system, and therefore facilitate the functioning of the organization (Organ, 1988 in Nimran & Amirullah, 2015:84). The dimensions of organizational citizenship behavior (OCB) are altruism, conscientiousness, sportsmanship, courtesy and civic virtue (Organ, 1988 in Titisari 2014:7).

RESEARCH METHOD

The type of research used in this study is associative research. This associative research aims to determine the relationship between Organizational Climate (X1) and Leader Member Exchange (X2) on Organizational Citizenship Behavior (OCB) (Y). The population in this study were 53 Civil Servants of the Food Security, Food Crops, Horticulture, and Fisheries Service of Sanggau Regency, excluding the Head of the Service. This study involved government employees as participants. Therefore, the researcher is aware of the importance of compliance with research ethics protocols, including protection of participant rights, data confidentiality, and the principle of informed consent. The researcher is committed that the entire data collection process has been carried out with respect for the rights and privacy of employees, and in accordance with applicable research ethics standards at the relevant institutions and laws and regulations governing research in the public sector. Data collection was carried out through a questionnaire using a Likert scale with five answer choices ranging from Strongly Disagree (1) to Strongly Agree (5). The collected data were then analyzed using IBM SPSS 26. Several data analysis processes were used to test the collected data. The analysis used in this study includes instrument testing, classical assumption testing, multiple linear regression analysis, correlation coefficient, determination coefficient, simultaneous test, and partial test.

RESULTS AND DISCUSSION

Respondent characteristics are one of the characteristics that can be studied and used for data analysis purposes. Respondent characteristics in this study were obtained from the results of data collection by distributing questionnaires to 53 respondents, namely all Civil Servants at the Food Security, Food Crops, Horticulture and Fisheries Service (DKPTPHP) of Sanggau Regency. Respondent characteristics discussed in this study consist of gender, age, education, section, group/space, length of service,

Instrument Test

Validity Test

Validity test in this study was conducted by correlating the scores of each statement in the organizational climate variable, leader member exchange and organizational citizenship behavior (OCB). The validity test compares the calculated correlation value (rcount) with (rtable). The rtable value was obtained with a significance level (α) of 5% (0.05), with the number of respondents 53, then $df = n - 2 = 53 - 2 = 51$, so that rtable is 0.270. The results of the validity test of the statements in the organizational climate variable can be seen in Table 1 below:

Table 1
Validity Test Results

Variable	Corrected Item Corrected Item – Total Correlations	Explanation
X1.1	0,447	Valid
X1.2	0,319	Valid
X1.3	0,339	Valid
X1.4	0,313	Valid
X1.5	0,587	Valid
X1.6	0,451	Valid
X1.7	0,581	Valid
X1.8	0,670	Valid
X1.9	0,708	Valid
X1.10	0,592	Valid
X1.11	0,602	Valid
X1.12	0,660	Valid
X1.13	0,430	Valid
X1.14	0,621	Valid
X1.15	0,669	Valid

X1.16	0,625	Valid
X1.17	0,700	Valid
X2.1	0,809	Valid
X2.2	0,767	Valid
X2.3	0,643	Valid
X2.4	0,687	Valid
X2.5	0,726	Valid
X2.6	0,690	Valid
X2.7	0,556	Valid
X2.8	0,705	Valid
X2.9	0,662	Valid
X2.10	0,666	Valid
X2.11	0,362	Valid
X2.12	0,360	Valid
X2.13	0,615	Valid
Y1.1	0,632	Valid
Y2.2	0,696	Valid
Y2.3	0,587	Valid
Y2.4	0,584	Valid
Y2.5	0,312	Valid
Y2.6	0,743	Valid
Y2.7	0,700	Valid
Y2.8	0,775	Valid
Y2.9	0,681	Valid
Y2.10	0,818	Valid
Y2.11	0,786	Valid
Y2.12	0,652	Valid
Y2.13	0,776	Valid
Y2.14	0,769	Valid

Y2.15	0,577	Valid
Y2.16	0,807	Valid

Source: IBM SPSS Processed Data 26, 2025

Based on Table 1 shows that all r-count results in organizational climate variables, leader member exchange variables, organizational citizenship behavior (OCB) are greater than t count <0.10. So, it can be concluded that all variables are declared valid.

Reliability Test

Reliability testing is used to assess the extent to which a measuring instrument can be reused consistently in the same study. In this study, reliability testing was carried out using the Cronbach's Alpha technique. Reliability testing was carried out with the help of the SPSS program. A variable is said to be reliable if the Cronbach's Alpha value ≥ 0.60 . The results of the reliability test can be seen in Table 2 below:

Table 2
Reliability Test Results

Variable	Cronbach's Alpha Minimum	Explanation
Organizational Climate (X1)	0,834	Reliable
Leader Member Exchange (X2)	0,878	Reliable
Organizational Citizenship Behavior (Y)	0,828	Reliable

Source: IBM SPSS Processed Data 26, 2025

Table 2 above shows that Cronbach Alpha organizational climate (X1) is 0.834, Leader member exchange (X2) is 0.834, organizational citizenship behavior (Y) is 0.828, meaning that the value is above the reliability coefficient of 0.60. So, it can be concluded that all question items in the questionnaire as a measuring instrument for the variable organizational citizenship behavior (Y) are reliable and consistent and can be relied on.

Classical Assumption Test

Normality Test

Table 3
Results of Normality Test

Test Statistic	.058
Asymp. Sig. (2-tailed)	.200

Source: Processed Data IBM SPSS 26, 2025

Table 3 above shows that the Asymp.Sig value (2-tailed) $0.200 > 0.05$, meaning the data is normally distributed.

Linearity Test

Table 5
Result Of Multicollinearity Test

Variable	Tolerance	VIF
Organizational Climate (X1)	1.000	1.000

Leader Member Exchange (X2)	1.000	1.000
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Source: Processed Data from SPSS 26, 2025

Based on Table 4, it can be seen that there is no multicollinearity between independent variables in the regression model. This is indicated by the tolerance value for each variable greater than 0.10 and the VIF value less than 10.

Multiple Linear Regression Test

Table 6
Multiple Linear Regression Results

Coefficients ^a						
Model		Unstandardize d Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.533	2.633		.582	.563
	Organizational Climate (X1)	.379	.142	.312	2.681	.010
	Leader Member Exchange (X2)	.489	.118	.481	4.143	.000

Source: Processed Data from SPSS 26, 2025

Based on Table 4.20, the multiple linear regression equation is obtained as follows:

$$Y = 1.533 + 0.379 X1 + 0.489 X2$$

The regression equation above can be explained as follows:

1. Constant (a) is 1.533. This means that if the Organizational Climate (X1) and Leader Member Exchange (X2) variables are 0 (zero), then Organizational Citizenship Behavior (Y) is 1.533.
2. The regression coefficient value of the organizational climate variable (b1) is 0.379. This means that if the value of the organizational climate variable is increased by (one) unit, then the value of Organizational Citizenship Behavior (OCB) of Civil Servants at the Food Security, Food Crops, Horticulture, and Fisheries Service (DKPTPHP) of Sanggau Regency will increase by 0.379 units.
3. The regression coefficient value of the Leader Member Exchange variable (b2) is 0.489. This means that if the value of the Leader Member Exchange variable is increased by 1 (one) unit, then the value of the Organizational Citizenship Behavior (OCB) of Civil Servants at the Food Security, Food Crops, Horticulture and Fisheries Service (DKPTPHP) of Sanggau Regency will increase by 0.489 units.

Test of Coefficient of Determination (R)

Table 7
Results of Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.570 ^a	.325	.298	1.850

Source: Processed data from IBM SPSS 26, 2025

Based on Table 4.21 above, the correlation coefficient value is 0.570. This value indicates that there is a relationship between Organizational Climate (X1) and Leader Member Exchange (X2) on Organizational Citizenship Behavior (Y) which is stated to be sufficient because the value obtained is in the interval of 0.400 – 0.599.

Coefficient of Determination (R²)

Based on Table 7, it shows that the coefficient of determination (R²) is 0.325. This value indicates that Organizational Citizenship Behavior can be explained by Organizational Climate and Leader Member Exchange by 32.50% while the remaining 46 67.50% is influenced by other variables not included in this study.

F Test

Table 8
Results of the Simultaneous Test (F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.362	2	41.181	12.033	.000 ^b
	Residual	171.110	50	3.422		
	Total	253.472	52			

Source: IBM SPSS Processed Data 26, 2025

Based on Table 8, it shows that the Fcount value is 12.033 > Ftable 3.18, so it can be concluded that Ho is rejected and Ha is accepted, meaning that Organizational Climate and Leader Member Exchange simultaneously have a significant effect on Organizational Citizenship Behavior (OCB) of Civil Servants at the Food Security, Food Crops, Horticulture and Fisheries Service (DKPTPHP) of Sanggau Regency.

T Test

Table 9
Partial Test Results (T)

Model		Unstandardized Coefficients		Standardize d Coefficient s	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.533	2.633		.582	.563
	Organizational Climate	.379	.142	.312	2.681	.010
	Leader Member Exchange	.489	.118	.481	4.143	.000

a. Dependent Variable: Organizational Citizenship Behavior

Source: Processed Data IBM SPSS 26, 2025

Based on Table 4.23, the results of the partial test (t-test) can be explained as follows:

1. The calculated t value for the Organizational Climate variable (X1) is $2.681 > t$ table 2.00758, and the significance value is $0.010 < 0.05$, this means that H_0 is rejected and H_a is accepted. So, it can be concluded that the Organizational Climate variable partially has a significant effect on the Organizational Citizenship Behavior (OCB) of Civil Servants at the Food Security, Food Crops, Horticulture and Fisheries Service (DKPTPHP) of Sanggau
2. The calculated t value for the Leader Member Exchange variable (X2) is $4.143 > t$ table 2.00758 and the significance value is $0.000 < 0.05$, this means that H_0 is rejected and H_a is accepted. It can be concluded that the Leader Member Exchange variable partially has a significant effect on the Organizational Citizenship Behavior (OCB) of Civil Servants at the Food Security, Food Crops, Horticulture and Fisheries Service (DKPTPHP) of Sanggau Regency.

The Influence of Organizational Climate on Organizational Citizenship Behavior

Lestari and Sujono (2021) in their study entitled "The Influence of Organizational Culture and Organizational Climate on Organizational Citizenship Behavior (OCB)", showed that Organizational Climate has a positive and significant effect on Organizational Citizenship Behavior (OCB). This shows that the higher the organizational climate owned by an individual, the more positive the Organizational Citizenship Behavior will be. Arifin., et.al (2023) in his study entitled "The Influence of Organizational Culture, Organizational Commitment and Leader Member Exchange on Organizational Citizenship Behavior", proved that Leader Member Exchange has a positive and significant effect on Organizational Citizenship Behavior (OCB).

The Influence of Leader Member Exchange on Organizational Citizenship Behavior

Setyati and Utari (2023) in their study entitled "The Influence of Leader Member Exchange on Organizational Citizenship Behavior with Employee Engagement as an Intervening Variable" proved that LMX has a significant effect on Organizational Citizenship Behavior (OCB) through Employee Engagement as an intervening variable. This shows that the higher the Leader Member Exchange, the more positive the Organizational Citizenship Behavior will be.

CONCLUSION

Based on the analysis, it was concluded that the majority of respondents in this study were men aged 30–45, had a bachelor's degree, worked in the Secretariat with a rank III/a, had 6–10 years of service, had a monthly income above Rp3,000,000.00, were married, and had three dependents. Multiple linear regression results indicated that organizational climate and leader-member exchange (LMX) simultaneously influenced organizational citizenship behavior (OCB), contributing 60.80%. However, partially, only LMX had a significant effect on OCB, while organizational climate did not. These findings demonstrate the importance of improving the quality of relationships between leaders and subordinates in encouraging OCB. The leadership of the Sanggau Regency DKPTPHP is advised to establish open communication, provide tangible support, and strengthen mutual trust to create healthy working relationships. This strategy aligns with Islamic ethical principles such as amanah (trustworthiness), ihsan (goodwill), and ta'awun (compassion), which emphasize responsibility, sincere work, and mutual assistance in the workplace. Although

organizational climate did not have a significant impact, efforts to create a positive and inclusive work environment remain crucial in supporting employee loyalty and performance. Further research is recommended to explore other variables such as job satisfaction, work engagement, or spiritual leadership, to broaden our understanding of the factors influencing OCB, particularly in the context of values-based public sector organizations.

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