

**INTERNATIONAL JOURNAL OF ENGINEERING SCIENCES & RESEARCH  
TECHNOLOGY****THE EFFECT OF ORGANIZATIONAL CULTURE ON LECTURERS'  
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AT UNIVERSITAS KRISTEN  
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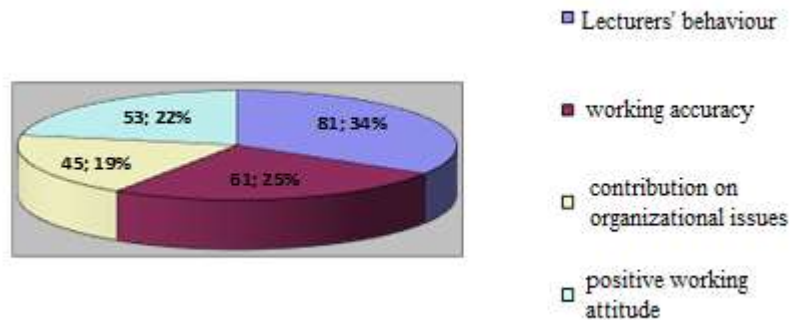
**ABSTRACT**

This study is aimed to know whether organizational culture has a significant effect on organizational citizenship behavior of lecturers. The research method used is a quantitative approach through a survey method using path analysis techniques, with a total population of 316 lecturers, from this population, a research sample of 177 lecturers was determined using the Slovin formula. Two sets of questionnaire sheets consisting of 34 statements and 26 statements were used as the instruments of this research, the data were analyzed using descriptive statistical analysis and inferential statistics. The findings from the results of the data analysis are; The  $F_{\text{count}}$  value of significance regression test of organizational citizenship behavior on organizational culture was obtained 42.888. This value is greater than the  $F_{\text{table}}$  value at  $\alpha = 0.05$  of 2.65; it means that the regression equation is very significant. From the regression linearity test, the value  $F_{\text{count}} = 1.380$ , while the  $F_{\text{table}}$  value at the error level  $\alpha (0.05)$  with the numerator 65 and the denominator 110 is 2.75.  $F_{\text{count}}$  value  $< F_{\text{table}}$ , it means that the regression equation is linear. So, it is concluded that the organizational culture significantly affect the lecturers' organizational citizenship behavior at Indonesian Christian University.

**KEYWORDS:** Organizational culture, Citizenship behavior, influence.**I. INTRODUCTION**

Colleges are currently facing a very large competition, meaning that the quality of human resources in a university is of course very vital. Quality, educated and superior human resources (HR) can be able to answer, follow and even win every competition. Organizational Citizenship Behavior (OCB) is a deep individual contribution that exceeds the demands of the role in the workplace and rewards by obtaining task performance. This OCB involves several behaviors including helping others, volunteering for extra tasks, obeying the rules and procedures in the workplace. According to Newstorm and Davis, that "OCB as an employee who are organizational citizens engage in positive social acts designed to help others, such as volunteering their efforts on special projects, sharing their time and resources, and proactively cooperating with others. They also are expected to use their talents and energies fully to help the organization achieve its goals of efficiency and effectiveness.<sup>1</sup> OCB is a helpful attitude that is shown by members of organizational citizenship, which is constructive, and is valued by institutions / institutions. Lecturers as members of organizations are expected to use their talents and energy fully to help organizations achieve organizational goals. The behavior in question is the attitude of lecturers at *Universitas Kristen Indonesia* in carrying out activities outside of routine duties voluntarily to help others without getting additional financial support.

OCB is one proof of solid teamwork in a university. OCB is a form of behavior that is an individual choice and initiative, not related to the formal reward system of an organization but in aggregate increases organizational effectiveness. OCB can reduce disputes and improve work efficiency. Thus indirectly this behavior can foster positive results for Higher Education, both for the purpose of the College itself and for social life in the College. The phenomenon that occurs in OCB of lecturers at *Universitas Kristen Indonesia* since 2011-2015 has decreased, with indicated: (1) the behavior of lecturers in working is less concerned with the interests of others by 81%; (2) accuracy in work is still low at 61.25%; (3) contribution to organizational issues amounting to 45.19%, and (4) sportsmanship attitude at 53.22%. This can be seen in Figure 1.1 below:



**Diagram 1. Lecturers' OCB at Universitas Kristen Indonesia**

Based on the picture above, it can be concluded that OCB of lecturers at *Universitas Kristen Indonesia* generally experience a decline. Researchers saw that there were factors that influenced the low OCB of lecturers, one of which was organizational culture, leadership and job satisfaction.

The organizational culture at *Universitas Kristen Indonesia* is still low and still not able to implement the system, values, norms, rules, habits/habits, lecturers' work behavior and members of campus stakeholders. Many lecturers are seen arriving late and returning quickly (prematurely) and often leaving campus assignments. In addition, criticism from other people is still misunderstood and has not been accepted broadly, so it often causes discomfort in work. Therefore, *Universitas Kristen Indonesia* must be able to build, develop and implement well the academic cultures in order to become a philosophical character and foundation for the advancement of the university.

Based on the description above, the researchers are interested in conducting a study of the influence of organizational culture on OCB lecturers at *Universitas Kristen Indonesia*. The problem to be examined in this paper is "is there a direct influence of organizational culture on OCB. OCB is a part of organizational behavior science, OCB is a form of work behavior that is usually not seen or taken into account. There are two approaches to the concept of OCB, namely OCB is an extra role performance that is separate from the performance of the in-role or performance that matches the job description. The second approach is to look at OCB from principles or political philosophy. This approach identifies the behavior of organizational members with citizenship behavior. The existence of OCB is the impact of individual beliefs and perceptions in the organization on the fulfillment of psychological agreement and contractual relationships. This behavior arises because the feelings of individuals as members of organizations who have a sense of satisfaction when they can do something more than the organization.

In line with the above, OCB is a term used to identify lecturer behavior. This OCB refers to the construct of "extra-role behavior", defined as behavior that benefits the organization or intends to benefit the organization, which is direct and leads to the role of hope. Thus OCB is a functional, extra-role, pro-social behavior that directs individuals, groups or organizations. OCB is a deep individual contribution that exceeds the demands of the role in the workplace and rewards by obtaining task performance. This OCB involves several behaviors including helping others, volunteering for extra tasks, obeying the rules and procedures in the workplace.

This was further stated by Newstorm and Davis, that: *OCB as an employee who are organizational citizens engage in positive social acts designed to help others, such as volunteering their efforts on special projects, sharing their time and resources, and proactively cooperating with others. They also are expected to use their talents and energies fully to help the organization achieve its goals of efficiency and effectiveness.*<sup>2</sup>OCB as the behavior of lecturers as citizenship organizations involved in work to help others, such as volunteers in an effort to help work specifically, volunteer and labor, and proactively collaborate with others. Lecturers as citizenship organizations are expected to use their talents and energy fully to help organizations achieve their efficiency and effectiveness goals.

Griffin and Moorhead define OCB as follows: "Organization citizenship refers to behavior of individuals who make a positive overall contribution to the organization."<sup>3</sup> Griffin and Moorhead say that OCB refers to the

behavior of an individual who has a positive impact on his organization. Griffin and Moorhead set an example by comparing two employees who had the same quality in a job, but one of them was not willing to work until late and only wanted to work according to his working hours, while one of the others was willing to work until late even though it was outside working hours, he is also willing to help his boss whenever needed. According to Griffin, the second type of individual has better OCB.

McShane and Glinow define that OCB is various forms of cooperation and helpfulness to others that support the organization's social and psychological context. In other words, companies require contextual performance along with task performance. OCB represent cooperation and helpfulness toward the organization in general. These include supporting the company's public image, taking discretionary action to help the organization avoid potential problems, offering ideas beyond those required for your own job, attending voluntary functions that support the organization, and keeping up with new development in the organization.<sup>4</sup> While Nelson and Quick define that OCB that is above and beyond the call of duty.<sup>5</sup> While Organ in Luthans, defines that OCB as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization"<sup>6</sup> OCB is the behavior of individuals who are free, indirectly or explicitly recognized as giving awards and promotion of the organization. Or in other words, OCB is an employee behavior that exceeds the required role, which is not directly or explicitly recognized by the formal reward system. Furthermore Luthans explained the OCB dimensions, namely: (1) altruism; (2) refers to impersonal behavior that shows caution and the nature of listening to conscience; (3) civic virtue; (4) sportsmanship; (5) courtesy.

Schermerhorn, Hunt, Osborn and Uhl-Bien define OCB as follows, "OCB are the extras people do to go the extra mile in their work."<sup>7</sup> OCB is also often interpreted as behavior that exceeds an extra role in carrying out their work. Robbins and Judge define that "OCB is the discretionary behavior that is not part of an employee's formal job requirements, and that contributes to the psychological and social environment of the workplace".<sup>8</sup> OCB is a behavior in which the members of an organization carry out their duties and functions beyond what has been described in their work or self-awareness.

Based on the conceptual description above, it can be synthesized that OCB is a behavior where the lecturer performs his duties and functions beyond what has been described in his work (extra role) for his own awareness to help the organization achieve its objectives, with indicators: (1) altruism; (2) impersonal (conscientiousness) behavior; (3) contribution to political issues in an organization as a civic responsibility; (4) courtesy and respectful attitude shown in every behavior (courtesy); (5) someone who does not like to protest or file dissatisfaction with small problems (sportsmanship).

Organizational culture is often used as a determinant of tools and keys to success or failure in achieving an organization's business strategy. "Corporate culture will probably be an even more important factor in determining the success or failure of firms in the next decade". In other words, there is a tendency in organizational culture as a foundation that must be owned by the organization, because organizational culture strongly supports the success or failure of the organization. Efforts to improve organizational performance require a standard reference imposed by the organization that systematically guides its members to increase work commitment to the organization. Schein defines organizational culture as follows: The culture of a group can now be defined as a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.<sup>9</sup>

Thus, it can be said that organizational culture is a basic assumption that can be used as a guideline in solving every organizational problem so that it is feasible to be taught to new group members. Schein then provides some general understanding of organizational culture, namely: (1) regularity of approaches observed when interacting with others; (2) norms that develop in groups; (3) dominant values supported by the organization; (4) philosophy that directs organizational policy; (5) rules of the game that must be obeyed to be accepted as a member in the organization; (6) climate in an organization; (7) special competence of group members, which is shown in completing definite tasks; (8) thinking habits, mental models, and language patterns used by group members; (9) the emergence of mutual understanding built by group members who interact between them; and (10) ideas, feelings and impressions about the group being constructed show their own characteristics as group

artifacts. This was confirmed by Langton and Robbins's statement that the definition of organizational culture is: Organizational cultures the pattern of shared values, beliefs, and assumptions considered to be the appropriate way to think and act within an organization. The key features of culture are as follows: (1) culture is shared by the members of the organization; (2) culture helps members of the organization solve and understand the things that the organization encounters, both internally and externally; (3) because the assumptions, beliefs, and expectations that make up culture have worked over time, members of the organization believe they are valid; (4) therefore, they are taught to people who join the organization; (5) these assumptions, beliefs, and expectations strongly influence how people perceive, think, feel, and behave within the organization".<sup>10</sup> Organizational culture as reflecting the underlying assumptions about the way work is performed; what is 'acceptable and not acceptable'; and what behavior and actions are encouraged and discouraged. A more detailed definition is: The collection of traditions, values, policies, beliefs, and attitudes that constitute a pervasive context for everything we do and think in an organization. The culture of an organization is also often likened to the personality of an individual.<sup>11</sup>

Organizational culture reflects the underlying assumptions about the way work is done; what is 'acceptable and unacceptable'; behavior and actions of campus members. A more detailed definition is: tradition, values, policies, beliefs, and attitudes that we do and think in an organization. Culture in organizations is also often equated with the personality of an individual. Luthans defines organizational culture as follows: Organizational culture is complex. Although there are a number of problems and disagreements associated with the conceptualization culture, most definitions, including the preceding, recognize the importance of shared norms and value that guide organizational participant's behavior.<sup>12</sup>

It means that organizational culture is something complex. Although there are a number of problems and differences of opinion related to shared norms and work values that can change the behavior of members of the organization. Some things that can be agreed between organizations and organizational participants are: (1) behavior in accordance with organizational rules; (2) norms - standards of behavior, including guidelines on how much work to do in the organization; (3) dominant value-there are main values that support and expect members of the organization to share. (4) philosophy-here are policies set by the organization on how employees and / or customers must be treated; (5) rules-here are strict guidelines related to cooperation in organizations. Newcomers must learn to be accepted as full members of the organizational group; (6) organizational climate. This is the overall "feeling" that is conveyed, the way the worker interacts, and the way in which the behavior of the members of the organization with customers or outside parties.

McShane and Von Glinow define organizational culture as follows: Organizational culture consists of the value and assumptions shared within an organization. share assumptions are non-conscious, taken for granted perceptions or belief that have worked so well in the past that they are considered the correct way to think and act toward problems and opportunities. Value are stable, evaluative beliefs that guide our preferences for outcomes or courses of action in a variety of situations. Organizational culture has three main function: a form of social control, the social glue that bonds people together, and a way to help employees make sense of the workplace".<sup>13</sup> Organizational culture consists of shared values and assumptions within an organization. Unconscious assumptions are taken to provide perceptions or beliefs that have worked well in the past that their way of being considered right to think and act on problems and opportunities. Stable values, evaluative beliefs for results or actions in various situations. Organizational culture has three main functions: a form of social control, a social glue that binds people together in an organization, and ways to help employees understand their workplace.

Gibson, Ivancevich, Donnelly and Konopaske define organizational culture as follows: Organizational culture involves shared expectations, values, and attitudes, it exerts influence on individuals, groups, and organizational processes. For example, if quality customer service is important in the culture, then individuals are expected to adopt this behavior. If, on the other hand adhering to a specific set of procedures in dealing with customers is the norm, then this type of behavior would be expected, recognized, and rewarded.<sup>14</sup>

Organizational culture includes shared expectations, values, and attitudes, which have an influence on the individual, group, and organizational processes. For example, if the quality of customer service is important in culture, then individuals are expected to do that behavior. If, on the other hand following a specific set of procedures in dealing with customers is the norm, then the type of behavior that is expected, recognized, and valued.

Robbins and Judge explain the organizational culture as follows: Organization culture has a defining role; it creates distinction between one organization and others; it conveys a sense of identity for organization members. Organization culture facilitates commitment to something larger than individual self-interest. Organization culture it enhances the stability of the social system. Organization culture is the social glue that helps hold the organization together by providing standards for what employees should say and do. Finally, it is a sense-making and control mechanism that guides and shapes employees attitude and behavior.<sup>15</sup> The theory explains that organizational culture has an important role in creating differences between one organization and another organization, having a sense of attachment between members of the organization, fostering self-commitment prioritizing organizational needs rather than personal interests, improving work stability in the social system. Organizational culture is a social glue that helps maintain an organization by providing work rules / procedures to employees regarding what should be said or done.

Based on the description of the concept of organizational culture above, it can be synthesized organizational culture is a value system that is believed by all members of the organization, studied, implemented and developed, and can be used as a reference for behavior in the organization to achieve organizational goals that have been determined, measured by indicators: (1) Having equal value to the university's vision, (2) the habit of working conductively, (3) a pleasant work climate, (4) collaboration among colleagues, (5) managing conflict.

## II. MATERIALS AND METHODS

The purpose of this study was to determine the effect of organizational culture on OCB. This research was carried out at *Universitas Kristen Indonesia*, Cawang East Jakarta. The research method used is a quantitative approach through survey methods using path analysis techniques<sup>16,17</sup>. Hypothesis was tested using path analysis techniques with the constellation model between variables. The constellation model of research problem shows the relationship model between exogenous variables (X) with endogenous variables (Y). In this study, the population that became the object was all permanent lecturers at *Universitas Kristen Indonesia* with total 316 lecturers. To determine how many samples are taken, the Slovin formula was used with a 5% error rate as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

*n*: Sample size taken

*N*: Total population

*e*: margin of error (0.01 - 0.1)

When referring to the formula above, the sample in this study can be calculated as follows:

$$n = \frac{316}{1 + 316(0,05)^2} = 177 \text{ dosen}$$

thus with a population of 316 with an error rate of 5% the sample size is 177 lecturers. The instrument used in this study is a questionnaire (designed in a Likert scale model), which consists of 30 statements.

## III. RESULTS AND DISCUSSION

The initial stages in research results are by describing the data of each variable, namely the variable organizational culture, leadership and job satisfaction on OCB. A general illustration of the condition of each variable is explained by using descriptive statistics which include the concentration and distribution of data. The size of data centering includes the average (mean), mode (mode) and median values. The size of the data distribution includes the range and standard deviation of data and data variance. In order to explain the data description each variable is presented in the frequency distribution and histogram graph.

Measurements in the study were carried out on endogenous variables and exogenous variables. Endogenous variables (variables affected) are variables whose variations are explained by exogenous variables, the endogenous variable is OCB (Y). Exogenous variables (variables that affect) are variables that are assumed to occur not for reasons in the model, this study exogenous variables include organizational culture variables (X1), leadership (X2), and job satisfaction (X3). Summary of data on endogenous variables and exogenous variables can be seen in table 4.1 below:

**Table 1. Description of OCB Data, Organizational Culture, Leadership, and Job Satisfaction**

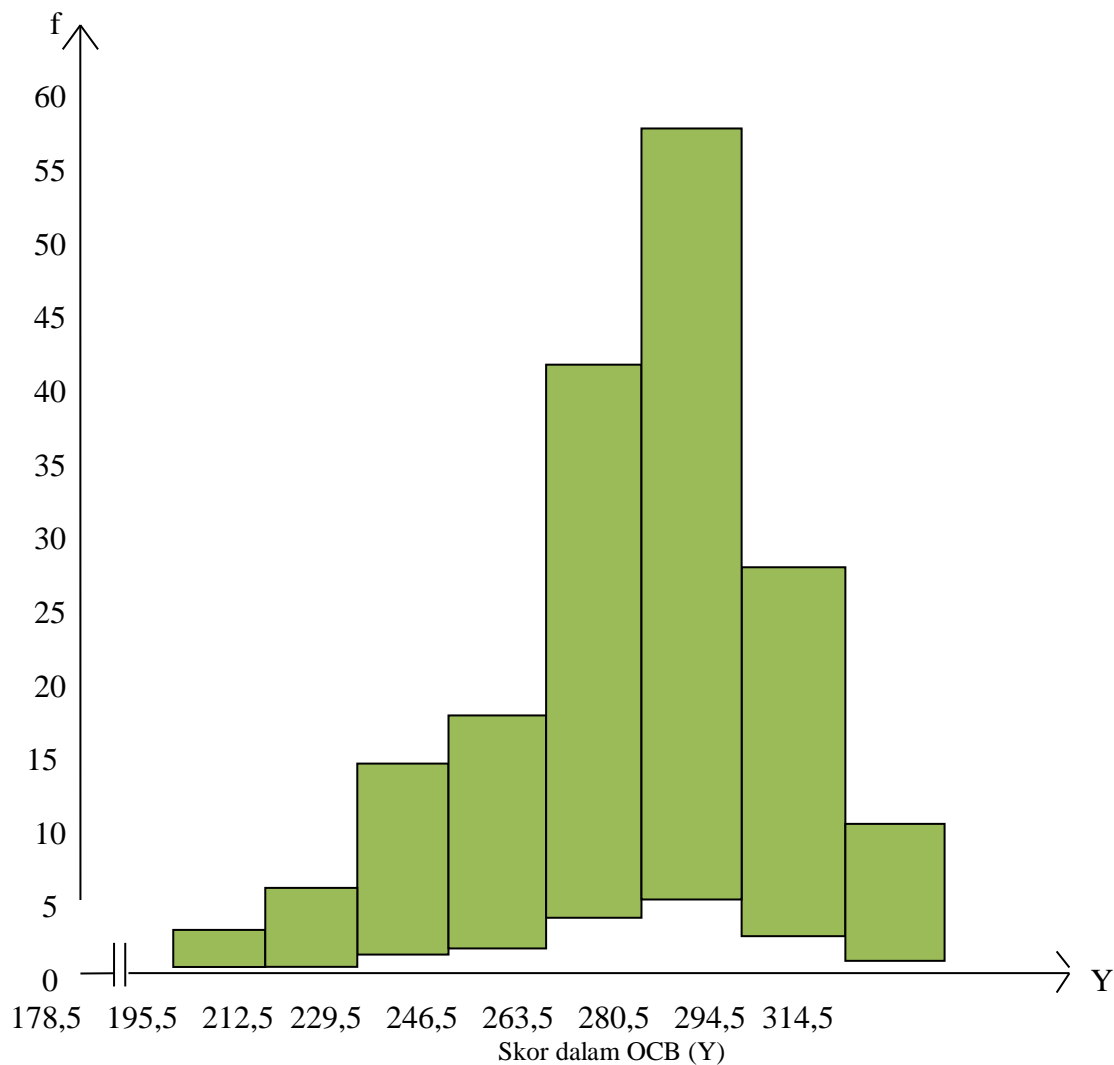
Explanation	Variable	
	OCB (Y)	Organizational Culture (X <sub>1</sub> )
Sample number (N)	177	177
Mean	260,36	112,66
Median	263,00	113,00
Mode	258,00	111,00
Deviation standard	27,05	20,22
Varians	731,49	409,01
Minimum	179,00	55,00
Maximum	310,00	150,00
Range	131	95
Sum	6083,00	19941,00

Referring to Table 4.1, it is known that OCB lecturers at *Universitas Kristen Indonesia* have a maximum score of 310 and a minimum of 179 thus the range (score) score of 131, also obtained that the average value (mean) is 260.36; with a standard deviation (standard deviation) is 27.05; median is 263.00; mode is 258.00 and variance is 731.49.

**Table 2. Variable Data Frequency Distribution for OCB**

No	Interval Class (1 + 3,3 log n)	Frequency	
		Absolut	Relative (%)
1	179 – 195	3	1,69
2	196 – 212	6	3,39
3	213 – 229	14	7,91
4	230 – 246	16	9,04
5	247 – 263	42	23,73
6	164 – 280	57	32,20
7	281 – 297	27	15,25
8	298 – 314	12	6,78
<b>Jumlah</b>		<b>177</b>	<b>100,00</b>

Most of the OCB variable score of lecturers at *Universitas Kristen Indonesia* are in the interval between 164-280 (32.20%) and followed by interval classes 247-263 (23.73%) and 281-297 (15.78%). While the smallest score is in the range 179-195 (1.69%). Furthermore, the frequency distribution can then be described in the form of the histogram as follows:



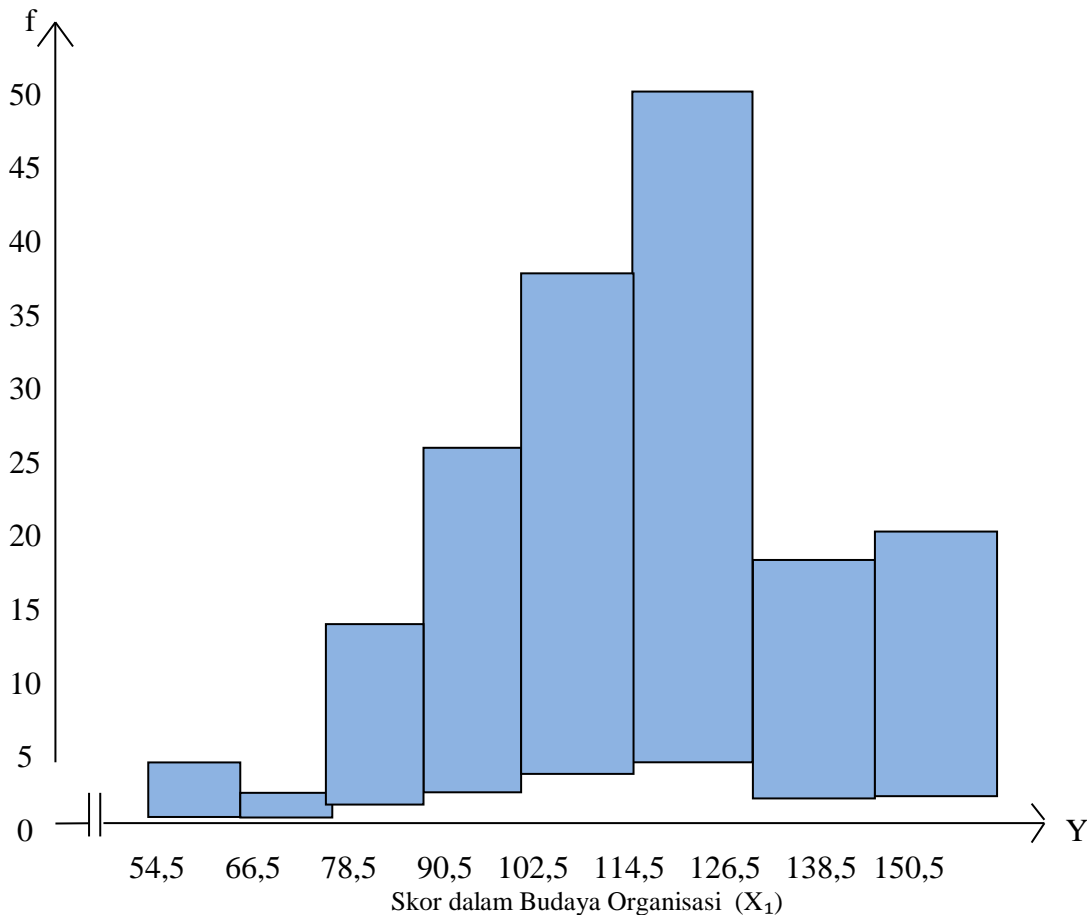
**Figure 2. Chart of OCB (Y) Variable Histogram**

Based on data obtained in the field then processed statistically obtained that organizational culture variables have a maximum score of 150 and a minimum score of 55 so that the range (score) score 95, also obtained that the average value (mean) is 112.66; with a standard deviation (standard deviation) is 20.22; median is 113.00; mode is 111.00; and variance is 409.01. The data frequency distribution on Organizational Culture variables of lecturers at *Universitas Kristen Indonesia* can be seen in Table 4.3. as follows:

**Table 3. Data Frequency Distribution of Organizational Culture Variables**

No	Interval Class (1 + 3,3 log n)	Frequency	
		Absolut	Relative (%)
1	55 – 66	4	2,26
2	67 – 78	2	1,13
3	79 – 90	14	7,91
4	91 – 102	27	15,25
5	103 – 114	39	22,03
6	115 – 126	52	29,38
7	127 – 138	18	10,17
8	139 – 150	21	11,86
<b>Total</b>		<b>177</b>	<b>100</b>

Most scores of Organizational Culture variables are in the interval class between 116-126 (29.38%) and followed by interval classes 103 - 114 (22.03%) and 91 - 102 (15.25%). While the smallest score is in the range of 67-78 (1.13%). Furthermore, the frequency distribution of Organizational Culture variables can be seen in the form of histogram as follows:



**Figure 3. Organizational Culture Variable Histogram Chart (X<sub>1</sub>)**

From the results of hypotheses test described above, further discussion is given by relating relevant theories and research results.

Based on the results of testing the hypotheses that have been carried out, it is concluded that organizational culture has a direct positive and significant effect on OCB. This finding provides empirical evidence that organizational culture is a concept as a key to the success of an organization in achieving its goals. In addition, it is also stated that cultural elements include: science, belief, art, morals, law, customs, behavior / habits (norms) of society, basic assumptions, value systems, learning / inheritance, external adaptation problems and integration internal. While the organization is an established system of groups of people who work together to achieve a common goal, through a level of rank and division. The OCB is defined as a person's behavior to do work that is "above or more than" an existing work or work agreement, which is not directly or explicitly recognized by the formal reward system, which is done voluntarily (on one's own desires), which is not formally recognized by the reward system, and contributes to the effectiveness and efficiency of organizational functions. The statement was reinforced by Ebrahimpour, Zahed, Sepehri the link between organizational cultures has a direct effect on OCB as follows: These behaviors are rooted in the career self-sacrifice. With the belief that his or her apposite behaviors helps the development of the organization. Outstanding organizational behavior doesn't result from the efforts of ordinary employees. One of reasons of the success of the large organization is having employees who try beyond their official duties. The concept of the organizational citizenship behavior has brought about a



big change in the field of organizational behavior. This concept has caused the innovative, successful and flexible organizations to be responsible for their survival and success. Recent studies of the relationship between organizational citizenship behavior and ethical behavior indicates that the OCB increases the performance of the employees.<sup>16</sup>

This behavior is rooted in career and self-sacrifice. With confidence that behavior fosters organizational development. Exceptional organizational behavior is not the result of the efforts of ordinary employees. One of the reasons for the success of an organization that has employees who try to go beyond tasks is from what is provided by the organization. The concept of OCB behavior has brought about major changes in organizational behavior. This concept has caused innovative, successful and flexible organizations to be responsible for the survival and success of employees. Theory proves that there is a relationship between OCB and employee ethical behavior indicating that OCB behavior improves employee performance.

Based on the above findings that Organizational Culture has an impact on OCB employees / lecturers, the management of *Universitas Kristen Indonesia* needs to pay attention to these two variables more seriously. The positive atmosphere of organizational culture needs to be continuously developed, so that it can develop the OCB of employees and lecturers within *Universitas Kristen Indonesia* organization. With a conducive Organizational Culture atmosphere, it will trigger the growing motivation of each lecturer and employee to contribute positively to campus organizations.

#### IV. CONCLUSION

Organizational culture has a direct positive effect on OCB. This finding shows that a strong organizational culture can be used as a guideline in solving every organizational problem so that it is feasible to be taught to members of the organization that will improve employee OCB. OCB improvement from an organization by applying a culture of helping with fellow colleagues, fostering impersonal behavior that shows caution and listening to conscience, examples of working while working time is over, working voluntarily to advance the organization, support each other colleagues in the team for organizational success and high understanding and empathy.

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