



The Effect of Compensation, Leadership Style, Leader-Member Exchange, and Organizational Citizenship Behavior on Performance

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ABSTRACT

This study aimed to examine and analyze the effect of compensation, leadership style, Leader-Member Exchange, and Organizational Citizenship Behavior on performance. This research was conducted at the Kendari Police Traffic Unit Police. The population used was 82 members of the Kendari Police Traffic Unit. Data collection is done through interviews. The analytical tool used is multiple linear regression techniques. The analysis results show that compensation has a positive and significant effect on performance, and leadership style has a positive but not significant impact on performance. It shows how leadership style is not related or not substantial to the version of members of the Kendari Police Traffic Unit. It is associated with the performance of members of the Kendari Police Traffic Unit, who need authoritarian support and cannot be involved in the decision-making process. Positive and significant compensation variables on performance. It shows that reasonable and proper assistance needs to be given to members of the Kendari Police Traffic Unit Police, and the need for employees will increase significantly. Leader-Member Exchange has a positive and significant effect on performance. Organizational Citizenship Behavior affects performance.

Keywords: *Compensation, Leadership Style, Leader-Member Exchange, Organizational Citizenship, Behavior, Performance*

I. INTRODUCTION

Human resources are the driving force of an organization, which is considered a company asset, so it must be owned to train and develop its capabilities. Human resources must be possessed to achieve the goals and objectives of the target company or organization. Human resources are also an indispensable element related to the company's goals and expectations for the future.

Increasingly advanced human resources make companies also have to think about how to maximize their performance owned by employees, which we can develop in various ways both training and development in terms of skills, to achieve organizational demands for company progress. Various things need to be done with human resources and simple things like timeliness and working effectively in an organization. Behind it all, several things can spur it, such as the provision of compensation as an appreciation for employee performance. The factors influencing employee performance are the work environment, responsibilities, methods, leadership, and compensation.

The work environment is related to how comfortable and complete the company's facilities are to support employee productivity. Work responsibilities can affect performance because these responsibilities become a benchmark for the compensation to be received. Not infrequently, many employees have many job responsibilities that need to match the appropriate award.

Leadership style with direct contact between employees and superiors makes this leadership style a thing that can affect performance. An uncomfortable leadership style will reduce employee sympathy for leaders and significantly affect

employee performance. Compensation, a gift that all working employees will receive, is often seen as company appreciation for all employees' participation in the company. Still, compensation can also trigger performance because an imbalance between rewards and workload can make employees enthusiastic and not optimal on performance. According to Thoha (2013), that Leadership Style is a behavioral norm used by someone when someone tries to influence the behavior of others according to his views.

Empirical research shows that LMX predicts organizational citizenship behavior (OCB) because employees who engage in high-quality relationships with their superiors also tend to engage in behaviors that support others in their work environment and ultimately improve performance (Organ, 1998; Martin et al., 2015). OCB is an informal mode of cooperation and contribution (i.e., work behavior) in which individuals engage to achieve job satisfaction and perceived fairness in the workplace (Organ, 2018). Empirical research indicates that OCB is critical to performance, and such behavior is often triggered by the support and efforts of leaders (Khan & Malik, 2017; Organ, 2018).

Research on OCB in Ghana focuses on the workforce in an organizational context in general (Asiedu et al., 2014; Gyekye & Haybatolabi, 2015; Mensah & Bawole, 2018), and studies on OCB lecturers in tertiary institutions have not received much attention (Alabi, 2012).

Based on phenomena related to the performance of members in the Kendari Police Traffic Unit Police. There are still several police officers who still need to carry out their duties optimally. In addition, some members still feel that the provision of non-financial compensation needs to be adequately realized. On the other hand, the superiors and subordinates have a perfect relationship built by the leadership. However, some members still feel their relationship with their leaders needs to be better established.

II. LITERATURE REVIEW

2.1 Compensation

Compensation is the total of all gifts provided by the organization to employees in exchange for their services. According to Hasibuan (2012: 118) says, compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. One of the objectives of providing compensation is to provide proper compensation as an appreciation for work performance.

Compensation itself can be divided into two major groups, namely:

1. Compensation based on its form, consisting of:
 - a. financial compensation is compensation given in the form of objects, such as salaries, incentives, operational vehicles, and office facilities.
 - b. non-financial compensation is compensation given in the form of satisfaction or rewards without form, like giving praise as motivation for the success of the target in work being done.
2. Compensation based on the method of administration, consisting of :
 - a. Direct financial compensation refers to compensation provided in the form of objects such as salaries, bonuses, or commissions.
 - b. Indirect financial compensation is compensation given in the form of benefits, including insurance and leave.

2.2 Leadership style

Leadership style can be interpreted as the overall pattern of a leader's actions in relation to subordinates and job recaps. This leadership style also involves a leader's attitude, nature, consistency, and skills. Thoha (2013) explains that Leadership Style is a behavioral norm that is used by someone when that person tries to influence the behavior of others according to his views.

A leader must have a different leadership style to attract employees' attention and interest to work according to the directions and desires of a leader. Following are three leadership styles based on their types according to Hasibuan (2016: 172):

1. Authoritarian leadership is power or authority, most of which are absolute in leadership if the leader follows a centralized management system. The leadership only determines decision-making and policies, and subordinates are not included to provide suggestions, ideas, and considerations in the decision-making process.
2. Delegative leadership is a leader who delegates authority to subordinates more thoroughly. Thus, associates can make decisions and policies freely or freely in their work. Leaders do not care about how associates make decisions and do their work; it is wholly left to subordinates.
3. Participatory leadership is when leadership is carried out persuasively, creating harmonious cooperation and fostering loyalty and participation of subordinates. Leaders will encourage the ability of associates to make decisions.

2.3 Leader-Member Exchange (LMX)

Leader-Member Exchange is a two-way mechanism between leaders in building relationships with each of their collaborators, according to Dansereau et al. (1975). Graen and Uhl-Bien (1995) argue that LMX relies on reciprocal relationships between employees and leaders. This philosophy also supports leaders and workers in giving each other feedback. Leader-Member Exchange is also not limited to peer relations. Another opinion from Liden and Maslyn (1998) says that LMX is related to work, respect for the abilities and experience of leaders, commitment to one another, and mutual affection. Leader-Member Exchange has several dimensions. Liden and Maslyn (1998, p.50) divide it into four sizes, including:

1. The effect refers to the intimacy between one person and another.
2. Contribution is the belief that the activities of other individuals are also related to each entity in the organization.
3. Loyalty is loyalty and support offered to other people, both employees and company leaders. Loyalty Liden and Maslyn (1998) suggest that loyalty is how leaders and workers support each other in all circumstances.
4. Professional appreciation/respect for work done by others means professional appreciation or admiration. Respect / professional respect Awe can be focused on various factors, such as the ability to be this person or the success of people admire.

2.4 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) Robbins & Mary Coulter (2012:401) argue that "organizational citizenship behavior (OCB) is discretionary behavior that's not part of an employee's formal job requirements, but which promotes the effective functioning of the organization." (OCB) is voluntary behavior that is not part of an employee's formal job requirements but that still promotes the effective functioning of the organization. OCB is independent individual behavior, not directly rewarded by the formal reward system, but as a whole, can increase the efficiency and effectiveness of organizational functions, (Organ, et al., 2006). Discretionary individual behavior is not directly or explicitly recognized by the formal reward system, which, in aggregate, promotes the effective functioning of the organization (Luthans, 2011). OCB can be defined as providing voluntary assistance to fellow workers for organizational development without expecting anything in return. OCB can positively impact the employees and the organization beyond what is expected (Mansoor et al., 2012).

Organizational Citizenship Behavior (OCB) Dimensions According to Luthans (2011); Organ et al. (2006), OCB is implemented and dimensional in the form of "Altruism, courtesies, sportsmanship, conscientiousness, and civic virtue."

2.5 Performance

According to John Minner (2014), performance is the productivity relationship between the number of goods and services produced and the amount of labor, capital, and resources used in production.

An employee's performance must be covered by things that encourage performance, either in terms of increased performance or bad or decreasing performance. Performance factors are divided into 3, namely:

1. Individual compensation: ability and skill to do the job.
2. Organizational Supporting Factors: Factors that give employees a sense of comfort in the work environment, support like this can improve performance quickly because employees feel the work environment is very supportive of the workload they receive.
3. Psychological Factors: Companies must know their employees' performance to develop existing human resources in the company by involving employees in activities such as training.

According to Hasibuan (2002), several aspects are measured in employee performance, including:

1. Work Achievement Work performance is the performance achieved by an employee in carrying out the tasks assigned to him. In this case, employees try to improve daily to get better results from their colleagues. Employees who have good work performance can improve company performance.
2. Discipline Discipline is complying with all existing regulations and carrying out work according to established procedures. By complying with existing laws,
3. Creativity refers to the ability of employees to form new ideas or ideas from existing theories or facts. Creativity can also be shown by finding new solutions to a problem different from before.
4. Collaboration refers to the ability of employees to coordinate with colleagues to achieve maximum results in their work. A sound communication system can improve cooperation among a group of employees.
5. Proficiency refers to employees' ability to continue carrying out the duties and obligations assigned to them to the fullest. Capable employees can be able to make decisions on a problem quickly.
6. Responsibility refers to the employee's ability to complete tasks within the allotted time and willingness to accept all risks for all actions taken.

2.6 Relationship between research variables

2.6.1 Compensation Relationship with Performance

Compensation can be given in various forms or terms, including salary, allowances, and bonuses. Salary is remuneration in the form of money received by employees as a consequence of their status as an employee who contributes to achieving company/organizational goals (Kadarisman, 2012). Salary levels in a company are significant, as they affect an organization's ability to attract and retain competent employees and its competitive position in the product market. A healthy salary level policy can achieve three objectives, namely: attracting an adequate supply of labor, keeping current employees satisfied with their compensation levels, and avoiding expensive employee turnover rates (Kadarisman, 2012).

2.6.2 Relationship between Leadership Style and Performance

Thoah (2010) revealed that by using leadership, leaders would influence subordinates' perceptions and motivate them by directing employees to task clarity, goal attainment, job satisfaction, and effective work execution. It is confirmed by Robbins (2007), who reveals that leadership is the ability to influence a group toward achieving goals. Employees' ability to accomplish the organization's goals and objectives reflect employee performance. So, leadership style has a big role in improving employee performance.

2.6.3 Relationship between Leader-Member Exchange and Performance

If the relationship between employees and leaders is well established, employees tend to be willing to work more than their portion, work immediately, give more initiative, and work more optimally (Truckenbrodt, 2000). It proves that the Leader-Member Exchange influences employee performance. Several experts from previous research have also verified this. The first expert (Wang, 2016) demonstrated in his study that the Leader-Member Exchange influences employee creativity and performance. The second expert (Arsintadiani & Harsono, 2002) confirmed that the Leader-Member Exchange positively affects performance and job satisfaction in his research. Guilon and Cezanne (2014), as quoted from Asaloei (2016), suggest that loyalty positively impacts organizational performance. Organizational performance is an accumulation of employee performance, and commitment is one of the dimensions of the Leader-Member Exchange. It proves that the loyalty dimension affects performance. Markos and Sridevi (2010) suggest that employees who have high involvement with the company can contribute to the productivity of the company.

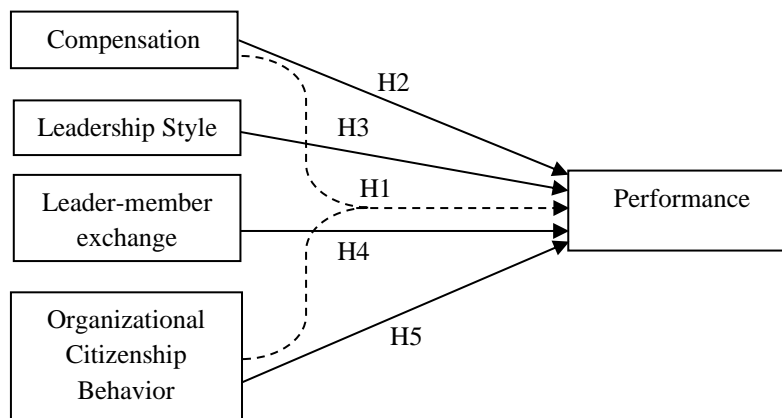
2.6.4 Organizational Citizenship Behavior Relationship with Performance

The relationship between OCB and performance in the journal proposed by Waltz and Niehoff (1996) shows a level of effectiveness in the organization with employees with OCB. It supports the development of employee performance, as Nufus (2011) revealed in his research discussing OCB on performance. His study at PT Putra Pertiwi Karya Utama showed a significant influence between aspects of OCB and employee performance.

2.7 Conceptual framework

Based on the background of the problem, the formulation of the problem, and the theoretical basis as described above, the conceptual framework in this study is as follows:

Figure 2.1. Research Conceptual Framework



Hypothesis:

H1: Compensation, Leadership Style, LMX, and OCB simultaneously have a positive and significant effect on Personnel performance

H2: Compensation simultaneously has a positive and significant effect on personnel performance

H3: Leadership Style simultaneously has a positive and significant effect on Personnel performance

H4: LMX simultaneously has a positive and significant effect on personnel performance

H5: OCB simultaneously has a positive and significant effect on personnel performance

III. RESEARCH METHODS

The research was carried out using a quantitative approach through the questionnaire method. According to Sugiyono (2018), a questionnaire is a data collection technique carried out by providing a set of questions or written statements for respondents to answer.

Data analysis is one of the research activities in the form of compiling and processing data to interpret the data obtained.

From the test criteria, if the correlation between items with a total score of more than 0.3 then the instrument is declared valid, or vice versa if the correlation between things is less than 0.3, then the instrument is declared invalid. The correlation coefficient is significant if $r_{count} > r_{table}$ with $\alpha = 0.05$.

The reliability test is an index that shows the extent to which the measuring instrument can be trusted. A reliability test was carried out using SPSS with Cronbach's Alpha model, measured based on Cronbach's alpha scale of 0 to 1.

According to Ernawati (2015), the data normality test was carried out to determine whether the data was normally distributed. According to Singgih Santoso (2016), the fundamental basis for decision-making can be based on probability (Asymptotic Significant), namely:

- If the probability > 0.05 , then the population distribution is normal.
- If the probability < 0.05 then the population is not normally distributed. Visual testing can also be performed using the standard probability plot graph method in the basic SPSS program for decision-making.
- If the data spread around the diagonal line and follows the direction of the diagonal line, it can be concluded that the regression meets the normality assumption.
- If the data spreads away from the line and does not follow the direction of the diagonal line, it can be concluded that the regression model does not meet the normality assumption.

Multicollinearity is a situation where some or all independent variables are highly correlated. Thus, the more significant the correlation between the independent variables, the greater the regression coefficient error and the greater the standard error.

This test determines whether the variable storage regression model is uncertain. As for detecting the existence of heteroscedasticity, that is, by seeing whether there is a specific pattern on the scatterplot graph. (Singgih Santoso, 2016). If the probability $> \alpha$ (0.05), it can be ascertained that the model does not contain heteroscedasticity. If the likelihood of the result is less than 0.05 then the regression equation has heteroscedasticity.

3.1 Multiple Linear Regression Analysis

According to Sugiyono (2018), multiple linear regression analysis is a multiple linear regression analysis used by researchers if the researcher intends to predict how the condition (rising and falling) of the dependent variable (criterion), whether there are two or more independent variables because the predictor factor is manipulated (its value increases).

Multiple linear regression analysis was used in this study to prove the hypothesis about the influence of the variables Compensation, Leadership Style, Leader Resource Exchange, and Organizational Citizenship Behavior partially or simultaneously on performance.

3.2 f-test

Aims to determine the feasibility of the multiple linear regression model as an analytical tool that examines the effect of the independent (independent) variables on the dependent (bound) variable together. When $F_{count} < F_{table}$. Then H_0 is accepted, and H_a is rejected, meaning there is no simultaneous effect. If $F_{count} > F_{table}$, then H_0 is rejected, and H_a is received, meaning that there is an accompanying effect.

3.3 t-test

The T-test is a regression coefficient test used to determine whether the independent variables affect the dependent variable.

IV. RESULT AND DISCUSSION

4.1 Multivariate Regression Classical Assumptions Test Results

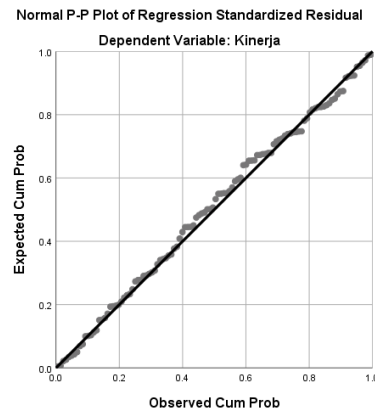
The results of this study's assumption test of multivariate regression analysis include normality test, multicollinearity, heteroscedasticity, and linearity test. For more details, the author describes as follows:

4.1.1. Normality Test

A good regression model has a standard or close-to-normal data distribution. Graphical methods can do normality detection. The results of the visual method test are by looking at the spread of points on the diagonal axis of the graph. The

basis for decision-making is if the data spread around the diagonal line and follows the direction of the diagonal line, then the regression model meets the assumption of normality. More details can be seen in the image as follows:

Figure 4.1. Normality test



Source: Results of Primary Data Processing, 2022

In Figure 4.1, it can be seen that the dots spread around the diagonal line, and their distribution follows the direction of the diagonal line. The regression model is suitable for prediction and has met the normality assumption.

4.1.2. Multicollinearity Test

The classic assumption of the regression model is that there should be no multicollinearity between the independent variables in the model. Multicollinearity can be detected by looking at the *Variance Inflation Factor* (VIF) and tolerance. The criterion for a regression model free from multicollinearity is if it has a VIF around the number 1 while the VIF limit is ten and has a *tolerance number* close to 1 (Ghozali, 2011). The results of multicollinearity testing in this study can be seen in the table below:

Table 4.1. Multicollinearity Test

Free Variables (Dependent)	Collinearity Statistics		Cut of Points
	tolerance	VIF	
Compensation	0.371	2,752	≤ 5 (Priest Ghozali 2011)
Leadership Style	0.437	3,427	
Leader-Member Exchange	0.337	2,617	
OCB	0.812	1,291	

Source: Results of Primary Data Processing, 2022

The table above shows the results of the *Variance Inflation Factor* (VIF) of all independent variables above the number 1 and below 10, while the *tolerance value* has a number close to 1. Thus, it can be concluded that there are no symptoms of multicollinearity in the multivariate regression equation model used in this study.

4.1.3. Heteroscedasticity Test

In the heteroscedasticity test, the most frequently used way to determine whether a model is free from heteroscedasticity problems is simply by looking at *the Scatter Plot*. Apart from looking at *the Scatter Plot*, several statistical methods can be used to test heteroscedasticity, such as the Glejser test. In this study, researchers tested whether there is heteroscedasticity or not using the Glejser test. In the heteroscedasticity test with the Glejser test, if the sig. (significance) All explanatory variables were not statistically significant ($p > 0.05$), so the regression equation model does not experience heteroscedasticity. The results of the heteroscedasticity test can be summarized in the following table:

Table 4.2. Heteroscedasticity Test Results

Free Variables	Coefficient Correlation	Sig.	Information
Compensation	0.784	0.082	> 0.05
Leadership Style	0.558	0.062	> 0.05
Leader-Member Exchange	0.612	0.065	> 0.05
OCB	0.767	0.088	> 0.05

Source: Results of Primary Data Processing, 2022

Based on the results of the heteroscedasticity test table above from these results, it can be concluded that the regression equation model in the study did not experience heteroscedasticity. It is because the value of each variable is not significant or the Sig value. greater than 0.05.

4.2. Multivariate Regression Test Results

In the previous discussion, it was stated that answering the problems and hypotheses put forward in this study, namely Influence Leadership, Interpersonal Communication, and Work Discipline on Personnel Performance, simultaneously and partially were carried out using multivariate regression analysis.

The summary of the results of the author's multivariate regression analysis is presented in the following table:

Table 4.3. Summary of Multivariate Regression Analysis Results

Influence Between Variables	Standardized Coefficient (Beta)	t-Count	Sig. t	Result
Compensation - Personnel Performance	0.364	3.174	.003	accepted
Leadership Style - Personnel Performance	0.428	3,413	.003	accepted
Leader-Member Exchange - Personnel Performance	0.592	4,618	.000	accepted
OCB - Personnel Performance	0.183	1693	.002	accepted
R = 0.839	F-Value = 47,520			
R ² = 0.791	Sig. F = 0.000			
SEE = 1.78623	N = 82			

Source: Results of Primary Data Processing, 2022

Based on the results of the multivariate regression analysis in the table above, the multivariate regression analysis equation is obtained as follows:

$$\text{Employee Performance (Y)} = 0.364X_1 + 0.428X_2 + 0.592X_3 + 0.183X_4 + e$$

The multivariate regression analysis equation model can be interpreted as follows:

1. Regression coefficient Compensation (X1) of 0.364 states that any change in compensation increase will improve the performance of the Kendari Police Traffic Unit Police
2. The leadership style regression coefficient (X2) of 0.428 states that every change in leadership style will improve the performance of the Kendari Police Traffic Unit Police.
3. The Leader-Member Exchange regression coefficient (X3) of 0.592 states that any increase in the Leader-Member Exchange will increase the performance of the Kendari Police Traffic Unit Police.
4. The OCB regression coefficient (X3) of 0.183 states that any change in OCB increase will increase the performance of the Kendari Police Traffic Unit Police.

4.3. Correlation Coefficient Test (R) and Determination Coefficient Test (R²)

Value of R = 0.839 indicates that the correlation between the independent variables (compensation, LMX leadership style, and OCB) correlates with personnel performance. The value of R is close to 1.00, which means that the relationship between the independent and dependent variables is getting stronger.

Furthermore, multivariate regression should use the adjusted or written R- *Square* R- *Square* because it is changed to the number of *independent variables* used. Based on the test results of the coefficient of determination it is known that the value of the coefficient of determination in R-*Square* is 0.752, which means that the ability of the explanatory variables (compensation, leadership style, leader-member exchange, and OCB) to explain the response variable (personnel performance) is 75.2%, while other variables outside the regression model influence the remaining 24.8%. From the value of the coefficient of determination (R²), this research model has good accuracy or accuracy of the model.

4.4. Research Hypothesis Testing

Testing hypotheses and path coefficients of partial and simultaneous effects of compensation, leadership style, leader-member exchange, and OCB variables on personnel performance. For more details, the description of testing the research hypothesis is as follows:

4.5 Simultaneous Testing (Test F)

The test results show a positive effect between compensation, leadership style, leader-member exchange, and OCB on personnel performance. Can be described as follows:

H1. Compensation, leadership style, leader-member exchange, and OCB simultaneously have a significant effect on personnel performance

Based on the results of the F-test in table 5.12, it can be seen that the significance value is 0.000. So, the variables of compensation, leadership style, leader-member exchange, and OCB have a positive and significant effect on personnel performance because of the value of Sig F < 0.05.

4.6 Partial Test (t-test)

Partially (t-test) in this study aims to examine the effect on personnel performance as follows:

H2. Compensation relationship is significant to Personnel Performance

The results of testing the effect of compensation on personnel performance can be proven by the *estimated* path coefficient value of 0.364 in a positive direction. The path coefficient is marked positive, meaning the influence between compensation and personnel performance is unidirectional. Then it can also be proven by a significance value (sig.) of $0.000 < \alpha = 0.05$.

The test results prove that compensation significantly positively affects personnel performance. It means that the higher the balance, the better the personnel performance. Thus the second hypothesis put forward in this study can be accepted or supported by facts.

H3. Leadership Style Has a Significant Influence on Personnel Performance

The results of testing the influence of leadership style on personnel performance can be proven by the path coefficient *estimate value* of 0.428 in a positive direction. The path coefficient is positive, meaning that the influence between leadership style and employee performance is unidirectional. Then it can also be proven by a significance value (sig.) of $0.003 < \alpha = 0.05$. The test results demonstrate that leadership style positively affects personnel performance. It means that the higher the level of leadership style, the more it affects the increase in personnel performance. Thus the third hypothesis proposed can be accepted or supported by empirical facts.

H4. Leader-member exchange has a positive influence on personnel performance.

The results of testing the effect of LMX on personnel performance can be proven by the path coefficient *estimate value* of 0.592 in a positive direction. The path coefficient is positive, which means that the effect of LMX on personnel performance is unidirectional. Then it can also be proven by the critical point value (t-count) of 4,618 and a significance value (sig.) of $0,000 < \alpha = 0.05$. The test results demonstrate that LMX has a positive effect on personnel performance, so the submission of the hypothesis in this study is accepted or supported by the reality of the research object.

H5. OCB Has a Positive Influence on Personnel Performance

The results of testing the effect of OCB on Personnel performance can be proven by the estimated path coefficient value of 0.183 in a positive direction. The path coefficient is positive, meaning that the influence of OCB on personnel performance is unidirectional. Then it can also be proven by the critical point value (t-count) of 1.693 and a significance value (sig.) of $0.002 < \alpha = 0.05$. The test results demonstrate that OCB has a positive effect on personnel performance, so the submission of the hypothesis in this study is accepted or supported by the reality of the research object.

V. CONCLUSION

Conclusion

The analysis results show that compensation has a positive and significant effect on performance, and leadership style has a positive but not significant impact on performance. It shows how leadership style is not related or not substantially to the performance of members of the Kendari Police Traffic Unit, related to the performance of members of the Kendari Police Traffic Unit who need authoritarian support and cannot be involved in the decision-making process. Positive and significant compensation variables on the performance of Police Members of the Kendari Police Traffic Unit. It shows that reasonable and proper assistance needs to be given to members of the Kendari Police Traffic Unit Police, and the need for employees will increase significantly. Leader-Member Exchange has a positive and significant effect on performance. Organizational Citizenship Behavior affects the performance of Police Members of the Kendari Police Traffic Unit.

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