



The influence of organizational climate and motivation on organizational citizenship behavior (OCB) through employee job satisfaction

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Received: 24-02-2022 | Revision: 08-03-2022 | Accepted: 15-03-2022

DOI: <https://doi.org/10.22219/jiko.v7i02.22529>

Abstract

This study investigates the effect of organizational climate and motivation on organizational citizenship behavior through employee job satisfaction. Through structural equation modeling (SEM) with 71 respondents, this study found that organizational climate does not affect performance, but job satisfaction can. But apart from that, work motivation affects performance directly or through job satisfaction. By increasing work motivation and creating a comfortable and conducive organizational climate to increase employee job satisfaction, employees will feel satisfied in working and carrying out their duties; this is expected to increase OCB in a more optimal direction.

Keywords: organizational climate; organizational citizenship; employee job satisfaction

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Introduction

Rapid environmental changes will force organizations to continually adapt for survival and become the dynamics of everyday organizational life (Bolino, 2013). Environmental changes in the form of economic, political, social, and technological changes strongly influence the organization. Organizational change for the better leads to the ability of organizational members to work as a team. However, in reality, not everyone can work as a team member. Individuals need to have skills to work in teams, such as communication and the ability to participate in all team activities. Interpersonal skills can only be displayed by individuals who care about others and try to show their best far beyond what is required in their work (Udayana & Suwandana, 2017). In other words, the individual display extra-role behavior. Extra-role behavior is behavior at work that is not contained in an employee's formal job description but is highly appreciated if it is displayed because it increases the effectiveness and viability of the organization (Barbuto, 2011). The key to organizational success is how members of the organization can contribute positively to the planning and implementation of tasks in achieving organizational goals. Extra-role behavior is behavior at work that is not contained in the employee's formal job description but is highly appreciated if displayed because it increases the effectiveness and viability of the organization (Barbuto, 2011). The key to organizational success is how members of the organization can contribute positively to the planning and implementation of tasks in achieving organizational goals. Extra-role behavior is behavior at work that is not contained in an employee's formal job description but is highly appreciated if it is displayed because it increases the effectiveness and viability of the organization (Barbuto, 2011). The key to organizational success is how members of the organization can contribute positively to the planning and implementation of tasks in achieving organizational goals.

These behaviors provide benefits and advantages for the company in competing because they can increase and maximize the productivity and efficiency of the company, streamline the company's social life with a supportive work environment, increase the company's ability to attract and retain good employees, and increase the stability of the company's performance and the company's ability to adapt to environmental changes (Titisari, 2014). Stamper & Dyne (2001) stated that employees who exhibit Organizational Citizenship Behavior (OCB) are influenced by two factors: managerial perceptions of employee performance and responsibilities, which are often not uniform. Second, employees' perceptions of responsibility and performance are determined by job satisfaction.

According to Robbins (2015), high job satisfaction will result in a positive attitude to employees at work. Satisfied employees tend to show OCB attitudes

because of a good mood (Near, 2013). Robbins (2015) further argues that job satisfaction is the most influential attitude on Organizational Citizenship Behavior (OCB). This is also supported by research conducted by Organ (2016); Stamper et al. (2017) mention that job satisfaction is the best predictor of Organizational Citizenship Behavior (OCB). In addition to job satisfaction, other factors influence Organizational Citizenship Behavior (OCB). This factor is work motivation. Tania & Sutanto (2013) defines work motivation as a psychological encouragement to someone who determines the direction of a person's behavior in the company, level of effort, and level of persistence or resilience in the face of an obstacle or problem.

Hastaningsih (2017) states that an excellent organizational climate can lead to job satisfaction. Employees in a good and conducive organizational climate will be able to create employee initiatives to carry out activities and work that is an obligation and do not hesitate to carry out tasks outside of their work. Research on organizational climate, job satisfaction, work motivation, and Organizational Citizenship Behavior (OCB) has been carried out by several researchers. Among them, research conducted by Kusuma (2014) suggests that work motivation and job satisfaction have a positive and significant effect on employees' Organizational Citizenship Behavior (OCB). Research conducted by Tania & Sutanto (2013) also revealed that organizational climate, work motivation, and job satisfaction have a positive and significant effect on employee Organizational Citizenship Behavior (OCB), where job satisfaction has a dominant influence. Likewise, research conducted by Organ (2006); Stamper et al. (2001) explains that job satisfaction is the most influential factor in Organizational Citizenship Behavior (OCB).

Gunawan (2014) revealed slightly different research results compared to previous studies. His research revealed that job satisfaction had no significant effect on Organizational Citizenship Behavior (OCB). The results of the research conducted by Barbuto et al. (2011) also revealed that job satisfaction had no significant effect on Organizational Citizenship Behavior (OCB). The description provides a conceptual description of the relationship between variables as follows Fig. 1

Employees have the behavior to help others, voluntarily perform tasks that are not their obligations, obey the rules that exist in the company, have a high level of tolerance for the company, and have behavior to prevent problems. Job satisfaction also plays an essential role in influencing employees to show OCB (continued et al. 2012). From this description, the following hypothesis is made:

H1: Organizational climate has a positive and significant effect on job satisfaction

H2: Work motivation positively and significantly affects employee job satisfaction. Job satisfaction has a positive and significant effect on employee job satisfaction.

H3: Organizational Citizenship Behavior (OCB) employee

H4: Organizational climate positively and significantly affects employees' Organizational Citizenship Behavior (OCB).

H5: Motivation has a positive and significant effect on the Organizational Citizenship Behavior (OCB) of employees

H6: Organizational climate has a positive and significant effect on Organizational Citizenship Behavior (OCB) through employee job satisfaction

H7: Motivation has a positive and significant effect on Organizational Citizenship Behavior (OCB) through employee job satisfaction

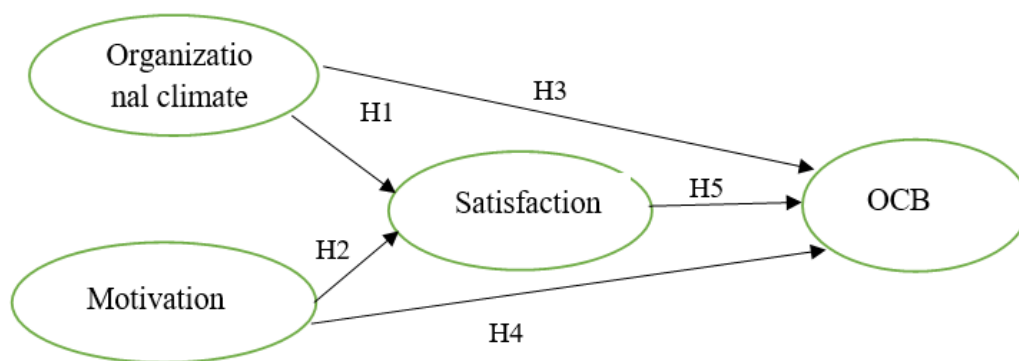


Figure 1. Research Model

Method

This study examines the consistency and develops the influence of organizational climate, motivation, and job satisfaction on employee OCB with an explanatory research approach. The survey strategy to collect sample data is 71 respondents. Organizational Climate Employees' perceptions of the work environment can affect employee behavior and work environment situations. Using seven indicators based on research (Wang et al., 2013) with a scale of 1 – 5, namely Strongly disagree. Work motivation is a process that begins with a physiological or psychological deficiency that drives the behavior or drives shown for the purpose, using seven items to measure work motivation (George & Jones, 2005). Job satisfaction is pleasant or unpleasant feelings related to their work, with five items used to measure job satisfaction. OCB as behavior when a person has the freedom to choose is not directly or explicitly related to the reward system and can improve the effective functioning of the organization, measured by five indicators from Connect et al (2012) and modified by researchers. To test the hypothesis and produce a suitable model (fit), this study

uses Structural Equation Modeling (SEM), with the Partial Least Square (PLS) approach.

Empirical Result

Characteristics of Respondents

The study was conducted on 71 respondents who were selected as samples. Based on the questionnaire distributed, 71 copies have been filled out and collected so that they can be used and analyzed as research data. The method is to provide questionnaires to members of the population selected as respondents who are considered capable of providing information related to research variables and indicators. The characteristics of the respondents are broken down by gender, age, and level of education, which can be seen in Table 1 below:

Table 1. Characteristics of Respondents

Characteristics of Respondents		Frequency (person)	Percentage (%)
1. Gender	a. Male	44	62%
	b. Female	27	38%
	Amount	71	100
2. Age	a. 22 – 29 years old	13	18%
	b. 30 – 37 years	10	14%
	c. 38 – 45 years	21	30%
	d. 46 – 55 years old	19	27%
	e. Over 55 years old	8	11%
	Amount	71	100
3. Level of education	a. High School/Equivalent	16	23%
	b. Diploma	4	6%
	c. Bachelor	35	49%
	d. Postgraduate	16	22%
	Amount	71	100

Based on the table, it can be seen that most of the respondents in this study were male, with a total of 44 people (62%) and women 27 people (38%). Based on the age of the majority of respondents were aged between 38-45 years with a total of 21 people (30%), followed by ages 46-55 years 19 people (27%), 22-29 years 13 people (18%), ages between 30-37 years as many as 10 people (14%) and the rest aged 55 years and over 8 people (11%). Then the characteristics of respondents based on the level of formal education completed by the majority are undergraduate graduates 35 people (49%) followed by respondents whose education level is postgraduate graduates 16 people (22%), high school graduates/equivalent 16 people (23%), and diploma 4 people (6%). Characteristics of respondents seen from the level of education show that the

respondents are a group of respondents who are highly educated. Therefore, with higher education, they are expected to have the ability to complete the tasks they carry out, adopting new technology and information in the production process to increase productivity and OCB.

Based on each respondent's level of education, age, and years of service, it is expected that the respondents involved in this study have an adequate understanding and knowledge to answer the statements in the research instrument. Thus, the information obtained by researchers from respondents is relevant to the research objectives. Therefore, with higher education, they are expected to have the ability to complete the tasks they carry out, adopting new technology and information in the production process to increase productivity and OCB. Based on the level of education, age, and years of service of each respondent, it is expected that the respondents involved in this study have an adequate understanding and knowledge to answer the statements in the research instrument. Thus, the information obtained by researchers from respondents is relevant to the research objectives. Therefore, with higher education, they are expected to have the ability to complete the tasks they carry out, adopting new technology and information in the production process to increase productivity and OCB. Based on each respondent's level of education, age, and years of service, it is expected that the respondents involved in this study have an adequate understanding and knowledge to answer the statements in the research instrument. Thus, the information obtained by researchers from respondents is relevant to the research objectives. The tenure of each respondent is expected that the respondents involved in this study have an adequate level of understanding and knowledge to answer the statements in the research instrument. Thus, the information obtained by researchers from respondents is relevant to the research objectives. The tenure of each respondent is expected that the respondents involved in this study have an adequate level of understanding and knowledge to answer the statements in the research instrument. Thus, the information obtained by researchers from respondents is relevant to the research objectives.

Evaluation of the Measurement Model (Outer Model)

The measurement model is tested to assess indicator variables that reflect a construct (latent variables). This analysis aims to empirically validate the model and construct reliability that reflects the parameters on the indicators and latent variables built on theory and empirical studies. Measurements in evaluating the reflective indicator measurement model use convergent validity, discriminant validity, and reliability. The following will present the results of the measurement model evaluation to test the validity and reliability of the research items, indicators, and constructs (latent variables).

The convergent validity of all variables with reflective indicators will be evaluated from each construct indicator item's loading factor (outer loading) value. Table 2. presents the outer loading value from the processing results on SmartPLS for reflective indicators. The test is carried out by running the program twice because there are several indicator items whose values are below the required value.

Table 2. Outer Loading of Each Item from the Indicator

Variable	Items	Test I	Test II
Organizational Climate	X1.1	0.217	-
	X1.2	0.317	-
	X1.3	0.377	-
	X1.4	0.750	0.880
	X1.5	0.584	-
	X1.6	0.639	-
Motivation	X1.7	0.792	0.882
	X2.1	0.904	0.904
	X2.2	0.879	0.879
	X2.3	0.911	0.911
	X2.4	0.937	0.936
	X2.5	0.899	0.898
Job satisfaction	X2.6	0.928	0.928
	Y.1	0.697	-
	Y.2	0.791	0.766
	Y.3	0.813	0.814
	Y.4	0.889	0.891
	Y.5	0.742	0.762
OCB	Y.6	0.860	0.866
	Z.1	0.859	0.867
	Z.2	0.859	0.858
	Z.3	0.870	0.876
	Z.4	0.885	0.888
	Z.5	0.796	0.801

The first test shows the outer loading value, and not all indicator items have a value > 0.70 (numbers in bold). Thus, this indicator must be removed, then retested. Based on the outer loading value presented in Table 5.6, it can be seen that the loading factor value of all reflective construct indicators is > 0.70, which means that all construct indicators are valid. Convergent validity testing can also be done by looking at the AVE value of the research variable. The AVE value is presented in Table 3, and from the table, it can be seen that the AVE value of all variables with reflective indicators shows a value of > 0.50 which means that they are validly convergent.

Table 3. AVE Value

Variable	AVE
Organizational climate	0.655
Motivation	0.828
Job satisfaction	0.774
OCB	0.675

Discriminant validity was tested by comparing the square root of the AVE with the correlation between constructs in the model, which can be seen in Table 4.

Table 4. Correlation Values Between Constructs with the Square Root Value of AVE

Indicator	Job satisfaction	OCB	Work environment	Motivation
Organizational climate	0.809			
OCB	0.181	0.824		
Satisfaction	0.115	0.798	0.880	
Motivation	0.097	0.754	0.828	0.910

Table 4. shows that the square root value of AVE (in bold) for each construct is greater than the correlation value, so the construct in this research model can be said to have a good discriminant validity value.

The reliability test was conducted to prove the instrument's accuracy, consistency, and accuracy in measuring the construct. Measure the reliability of a construct with reflective indicators, and it can be seen from the value of Cronbach's alpha and composite reliability. Composite reliability tests the reliability value between the indicators of the constructs that make it up.

Table 5. Instrument Reliability Testing Results

Indicator/variable	Cronbach's Alpha	Composite reliability
Organizational climate	0.619	0.848
Motivation	0.747	0.966
Job satisfaction	0.869	0.954
OCB	0.907	0.913

In Table 5.9. it can be seen the value of Cronbach's alpha and composite reliability of the research variables with reflective indicators. This value is > 0.60. By the rule of thumb, all latent variables with reflective indicators have good composite reliability in exploratory research (Ghozali & Latan, 2015). All

the instruments used in this study have met the criteria or are suitable for measuring work environment variables, motivation, job satisfaction, and OCB.

Evaluation of the Structural Model (Inner Model)

Model Goodness of Fit evaluated based on the value of Q2 predictive relevance calculated from the value of the R-Square model. The value of Q2 is based on the coefficient of determination of all dependent or endogenous variables. The magnitude of Q2 has a value with a range of $0 < Q2 < 1$, where the closer the value to 1, the better the model. In the structural model of this study, there are two endogenous variables, namely job satisfaction and OCB. The coefficient of determination (R2) of the two endogenous variables is presented in Table 6. below.

Table 6. The goodness of Fit Test Results

Structural model	Endogenous Variables	R-Square
1	Job satisfaction (Z)	0.862
2	OCB (Y)	0.622

Obtained predictive relevance value of $Q2 = 0.95$ or 95 percent. This can be interpreted that the model can explain the phenomenon of OCB performance at the Regional Revenue Agency and the Regional Financial and Asset Management Agency of Gunung Mas Regency associated with work environment variables, motivation, and job satisfaction by 97 percent, the remaining 3 percent is explained by errors and other variables not yet in the model. From this test, the model can be said to be good, or the model is said to have a good estimation value. After testing the goodness of fit, the model can be used for hypothesis testing.

The path coefficient test in this study examines the relationship between work environment variables, motivation, job satisfaction, and OCB. From the test results, it was found that there was one relationship that was not significant. By the rule of thumb, structural model testing, where the relationship between variables considered to have a significant influence, is the t-statistic value > 1.96 at $\alpha = 0.05$. These results will be used to test the proposed research hypothesis.

Table 7. Results of Direct Effect Hypothesis Testing

Variable	Path coefficient	T statistic	P Value*)	Note.
Organizational climate → OCB	0.335	2,336	0.020	H1. Rejected
Organizational → Satisfaction	0.3305	3.044	0.002	H2. received

climate						
Motivation.	→	OCB	0.025	0.211	0.833	H3.rejected
Motivation.	→	Job satisfaction	0.587	5,762	0.000	H4. received
Job satisfaction	→	OCB	0.567	4.083	0.000	H5. received

*) significant at = 0.05

The test results show insufficient empirical evidence to accept the hypothesis that a better organizational climate will increase OCB. These results indicate that an increase in organizational climate assessment will increase OCB. The coefficient shows a positive direction, meaning that if the perception of organizational climate is improved, it will also increase OCB. This result is in line with the research proposed by Agustiyanto. K et al. (2019) explained that organizational climate had no significant effect on performance. On the other hand, the results of Raziq's research. A et al (2015) found there is a positive relationship between organizational climate and job satisfaction, and organizational climate has a positive effect on job satisfaction as well as Yusuf Riza,

The test results show that there is not enough empirical evidence to accept the hypothesis that a better level of motivation will increase OCB. The path coefficient value is positive, meaning that the relationship between motivation and OCB is unidirectional. People work in an organization due to the need to be fulfilled, the drive to fulfill these needs is called "motivation." The results of this study also support research conducted by Carvalho, A. da C, et al. (2020), which says that work motivation affects performance, the research results of Juniari, N et al. (2015) motivation has a positive and significant effect on performance, the results of research by Lusri, L et al. (2017) have a positive effect on employee performance, and the results of Stepanus' research (2019) which found that there was a positive direct effect of motivation on performance.

The test results show sufficient empirical evidence to accept the hypothesis that a better organizational climate will increase employee job satisfaction. These results indicate that increasing perceptions of organizational climate can increase employee job satisfaction. These results align with the theory and research proposed by Raziq, A. et al. (2015), explaining that organizational climate positively affects performance. This result is also supported by the results of Yusuf Riza et al. (2020) in their research, concluding that organizational climate has a positive and significant influence on job satisfaction.

The test results show sufficient empirical evidence to accept the hypothesis that better motivation will increase employee job satisfaction. The path coefficient value is positive, meaning that the relationship between

motivation and employee job satisfaction has a unidirectional relationship. The unidirectional relationship means that employee job satisfaction will also increase if motivation increases. Motivation is the individual's willingness to make a high effort to achieve organizational goals. Motivation is an effort that can encourage someone to take the desired action. This study's results align with the research conducted by Carvalho, A. da C. et al. (2020), which found that motivation significantly affects job satisfaction. June, N, et al. (2015) motivation positively and significantly affects job satisfaction. Mandri, A (2018) states that motivation has a significant positive effect on job satisfaction, and Lusri, L et al. (2017) work motivation positively affects employee job satisfaction. These results can be concluded that the better the level of employee job satisfaction, the OCB will significantly increase.

Testing the path coefficient of the mediation effect aims to see the position or position of the mediating variable in the model. The mediating effect is the relationship between exogenous and endogenous constructs through connecting or intermediate variables. The effect of exogenous variables on endogenous variables can be direct but can also be through connecting or mediating variables. A variable that is thought to be a mediating variable can act as a complete mediation variable, partial mediation, or not as a mediating variable.

These results indicate that this research model's employee job satisfaction variable is a partial mediation variable. This can be interpreted that the relationship between organizational climate has a significant direct effect on OCB, mediating employee job satisfaction can significantly affect OCB. Thus, satisfaction mediates the effect of organizational climate on OCB, and there is sufficient empirical evidence to accept this hypothesis which states that the better the organizational climate, the greater the OCB if mediated by employee job satisfaction. This study's results align with the results of Yusuf Riza et al (2020) in their research concluding that organizational climate has a significant effect on OCB through job satisfaction.

These results indicate that the motivation variable in this research model is a complete mediation variable. Thus, job satisfaction mediates the effect of motivation on OCB. There is sufficient empirical evidence to accept this hypothesis which states that better motivation will increase OCB if mediated by employee job satisfaction. This study's results align with the results of research conducted by Lusri, L et al. (2017). Their research concluded that job satisfaction is a mediating variable between work motivation and employee performance.

The results show that organizational climate does not affect performance, but job satisfaction can have an effect. However, besides that, work motivation affects performance, either directly or through job satisfaction. By increasing work motivation and creating a comfortable and conducive organizational

climate for increasing employee job satisfaction, employees will feel satisfied in working and carrying out their duties. This is expected to increase OCB in a more optimal direction.

Conclusions

The conclusion explains that organizational climate has a significant effect on OCB. Organizational climate has a significant effect on employee job satisfaction. Motivation has no significant effect on OCB. Motivation has a significant effect on employee job satisfaction. Employee Job Satisfaction affects OCB. Satisfaction is a variable mediating the relationship between organizational climate and OCB. Satisfaction is a mediating variable of the relationship between m and OCB

Employee job satisfaction and OCB can be formed if the organizational climate and climate are appropriately implemented and sustainably. In addition, this study found an interesting thing, namely motivation does not have a direct effect on OCB, this can be a gap for further research.

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