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IMPACT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND LEADERSHIP STYLE (PATH GOAL THEORY) ON WORK PRODUCTIVITY IN PHARMACEUTICAL COMPANIES IN BANDUNG CITY

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Keywords: Organizational Citizenship Behaviour (OCB), Leadership Style, Work Productivity

ABSTRACT

Declining level of work productivity of employees in a company or organization is a symptom or emergence of problems that can cause companies to run poorly or unstable because company targets that are not reached.

This study aims to see how much influence Organizational Citizenship Behavior (OCB) and Leadership Style (Path Goal Theory) on Employee Productivity in Pharmaceutical companies in the city of Bandung.

The population and sample of 50 people using saturated sampling techniques in the domestic sales division, namely in the private sales division. This research method uses multiple regression.

The results of this study indicate that Organizational Citizenship Behavior (OCB) partially has a significant effect on Productivity Performance. As for the variable leadership style (path goal theory) does not have a significant effect on employee productivity. For simultaneous or joint test has a significant effect on employee productivity, with a 94% influence.

Keywords: Organizational Citizenship Behaviour (OCB), Leadership Style, Work Productivity

INTRODUCTION

In the digital industry in the current era of globalization, the competition of companies both BUMN and private companies has greatly increased along with the rapid growth of the global economy. Each company will certainly compete with each other to get the maximum benefit by using the resources that are kept to a minimum. Especially in this case is its human resources, where human capital is very important for the success of a company. According to Hasibuan (2016) humans always play an active and dominant role in every organizational activity because humans, become planners, actors and determinants of the realization of organizational goals.

Human resources in a company are said to be very important and the main thing is because human resources themselves determine the success of the company's vision and mission. So, to be able to realize the goals of the company, the company must have superior human resources. To be said to be successful and have superior human resources, the company can be measured through targets that must be achieved within a certain time to its employees.

According to Sutrisno (2016) HR who do not have the ability to face the demands of globalization, tend to consider work as a burden. They undergo work as a necessity and a demand. In such conditions in the end the employees do not feel the meaning of work, HR who considers work as a burden can be said that HR has a low work ethic.

With HR which has a low work ethic is influenced by factors of worker behavior which plays a very important role in production activities, because that is where the production takes place. As happened to state-owned companies engaged in the pharmaceutical sector located in the city of Bandung has the achievements of sales growth in 2015-2019 with the following data:

Growth Diagram Sales Growth of SOE Company in Pharmaceuticals



Source: processed by researchers

From the data that has been described, then we can conclude that sales growth over the past five years has been volatile, even in 2018 which has already reached 130.05%, the growth must decline again in the following year. This can be caused by, no matter how perfect an organization or employee can not carry out their duties with interest and joy, then the company does not achieve as much results as it should have achieved.

Some employee behavior criteria that can help organizational productivity include: having the social capacity to work together with others and having a strong character to maintain the work group. It also has the desire to participate in group / team work efforts to realize higher shared goals, and moral and psychological balance to achieve individual and corporate goals without harming each other. The employee's behavior and criteria are often known as Organizational Citizenship Behavior (OCB).

In the organizational behavior literature states that OCB is a valuable managerial tool for organizations, has a positive effect on the performance of individuals, groups, and organizations if managed properly (Chiaburu, Oh, Berry, Li, & Gardner, 2015). According to Organ, Podsakoff, and MacKenzie (2006), OCB as an employee's willingness to take a role (role) that exceeds its main role in an organization, so it is called an extra role role (extra-role).

The success of an organization if its members not only do their main tasks, but also want to do extra tasks, such as the willingness to cooperate, help each other, provide input, play an active role, provide extra services, and want to use their work time effectively (Robbins & Judge, 2013). Furthermore, Turnipseed and Rassuli (2005) revealed that OCB is an extra behavior from someone who is beneficial to the organization. OCB is also a unique aspect of individual activities at work (Hui, Lam, & Law, 2005) and is a habit or behavior that is done voluntarily, is not part of formal work, and is indirectly recognized by the reward system. Therefore, OCB is known to increase the effectiveness, efficiency, and performance of an organization (Podsakoff, MacKenzie, Paine, & Bachrah, 2000). There are five dimensions of OCB, namely (Organ & Lingl, 1995; Organ, 2015):

- Altruism, the behavior of helping colleagues who face difficulties that are closely related to the operational tasks of the organization without coercion.
- Conscientiousness, behavior that is shown to exceed the minimum requirements desired by the company, such as attending early, utilizing maximum work time
- Sportmanship, positive behavior towards the organization, by giving tolerance or not complaining or demanding against less than ideal conditions in the organization.
- Courtesy, the behavior of maintaining good relations with fellow co-workers, preventing conflicts so as to avoid interpersonal problems
- Civic Virtue, behavior that reflects taking responsibility and participating in the sustainability of the organization.

Another factor that determines organizational success and is interesting to study is leadership style, because basically the company's goal is to maintain the company's survival, progress and welfare of employees and their owners. While the purpose of an individual entering a company or organization is to fulfill his life needs. Individual goals must be aligned with company goals through leadership and guidance. Without leadership and guidance of

relationships and individual goals with the company's goals become tenuous or weak. This situation causes the undirected individual goals and attainment of inefficient corporate goals.

Through his leadership style a leader can influence morale and job satisfaction by paying attention and meeting the needs of his employees. If the needs of employees have been met, then employees will work as much as possible towards increasing work productivity.

Understanding leadership according to Gibson, Ivancevich, Donnelly Is: "An attempt to use the type of influence rather than coercion to motivate people to achieve certain goals". (Gibson Donnelly, 2002: 334). Leadership is one of the factors that determine the survival of a company. The position of leader in the company has an important role in the success or failure in achieving the goals set by the company. It is important to realize that company leaders are responsible for the problems of existing human resources by paying attention to aspects of improving the quality of the workforce and high morale to achieve high levels of productivity. If a leader is able to increase employee morale and excitement, it is hoped that his productivity will increase. Conversely, if a leader is unable to increase employee morale and excitement, productivity will decrease, absenteeism will increase, discipline will decrease, and there will be things that can harm the company.

Mulyadi and Rivai (2009: 337) explained that leaders in their leadership need to think about and show leadership styles that will be applied to their employees. Leadership style is the norm of behavior used by someone when that person tries to influence the behavior of others (Handoko, 2003: 215). Superiors' leadership style can influence employee success in achievement (Suranta, 2002: 45). In other words the superior leadership style can affect employee productivity in an organization.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior abbreviated with OCB is the behavior of employees or members of organizations that are voluntary outside of job descriptions and are not regulated in company regulations, but greatly benefit the company because it can increase the effectiveness and licensing of organizations and not connected with a formal reward system.

Organizational Citizenship Behavior (OCB) is an individual contribution that exceeds the demands of the role at work and is rewarded by the acquisition of task performance. OCB involves a number of behaviors including helping others, volunteering for extra tasks, complying with rules and procedures at work. These behaviors describe "employee added value" which is one form of prosocial behavior, namely positive, constructive and meaningful social behavior that helps (Aldag&Resckhe, 1997).

Some definitions of OCB are as follows:

- a. According to Organ (1988) in Budihardjo, (2011) OCB is an individual voluntary behavior (in this case employees) that is not directly related to the rewarding system but contributes to the effectiveness of the

organization. In other words, OCB is an employee's behavior not because of the demands of his duties but rather based on volunteerism.

- b. According to Enhart (2004) in Khalid and Ali (2015) OCB is defined as behavior that enhances the value and maintenance of a social psychological environment that supports work outcomes.
- c. Johns (1996) in Budihardjo (2014) argues that OCB has characteristics of voluntary behavior (extra-role behavior) that are not included in job descriptions, spontaneous / targetless behavior or commands, someone's helpful behavior, and behavior that is not easily seen and assessed through performance evaluation.

Dimensions of OCB

According to Organ (1988), OCB is built from five dimensions, each of which is unique, namely:

- *Altruism*, willingness to help co-workers in completing their work in unusual situations,
- *Civic virtue*, concerning the support of workers for administrative functions in the organization,
- *Conscientiousness*, describes workers who carry out tasks and responsibilities more than expected,
- *Courtesy*, behavior to relieve problems related to work faced by others, *Sportsmanship*, describes workers who emphasizing more on the positive aspects than the negative aspects of the organization,
- *Sportsmanship* describes the sportsmanship of a worker towards the organization.

Leadership Style (Path Goal Theory)

Leadership is the influence that shapes the behavior and values of others (Schein, 2010: 11). Leadership is how leaders motivate their subordinates to achieve certain goals (House, in Northouse, 2004). Northouse (2004: 3) defines leadership as the process by which individuals influence a group of other individuals to achieve the same goal. Northouse put forward four components identified as the main phenomenon in leadership, namely (a) leadership is a process, (b) leadership is influence, (c) leadership applies in a group context, and (d) leadership involves the achievement of goals.

Based on the definitions of leadership above, it can be concluded that leadership is an important part in organizational management, which is inherent in a leader in the form of ability and or process to influence others or subordinates of individuals or groups, so that subordinates and direct them into activities positive activities that have to do with work in order to achieve organizational goals.

In the success of leadership in organizations, leaders need to think about and show leadership styles that will be applied to their employees (Mulyadi and Rivai, 2009). Superiors' leadership style can influence employee success in achievement, and will lead to the success of the organization in achieving its goals (Suranta, 2002). Leaders need to think about the most appropriate

leadership style, where the leadership style is the most appropriate, where the most appropriate leadership style is the leadership style that can maximize performance, and easily adjust to all situations in the organization (Mulyadi and Rivai, 2009).

Leadership style is a pattern of behavior that is designed in such a way as to integrate organizational goals with individual goals to achieve a certain goal (Soleha and Suzy, 1996). Whereas Mulyadi and Rivai (2009) explained that leadership style is a pattern of behavior and strategy that is liked and often applied by a leader in order to achieve organizational goals, thus it can be concluded that the leadership style is a pattern of behavior and strategy that is liked and often applied by leaders, with uniting organizational goals with individual or employee goals, in order to achieve the goals or objectives that have become joint commitments.

Dimensions of leadership style

Northouse's (2004: 89) raise several theories about leadership, namely based on contingency theory, although some leadership approaches can be called contingency theory and practice.

The following are some leadership theories based on the principle of contingency:

- **Leader-Member Exchange theory**

This theory discusses how leaders interact with group members. The leader does not treat all his followers uniformly and equally. In general, this group is divided into two parts, namely *out-group* and *in-group*. In *out-groups*, the relationship between leaders and followers is of low quality, there is no interpersonal relationship when carrying out an obligation.

- **Situational Leadership Model Situational**

leadership theory developed by Paul Hersey and Ken Blanchard, states situational leadership is based on the thought, that most effective leaders are those who are able to adapt leadership behavior to the needs of individual workers. This model provides a framework for leaders to combine their behavior with each of their subordinates.

- **Path Goal Theory**

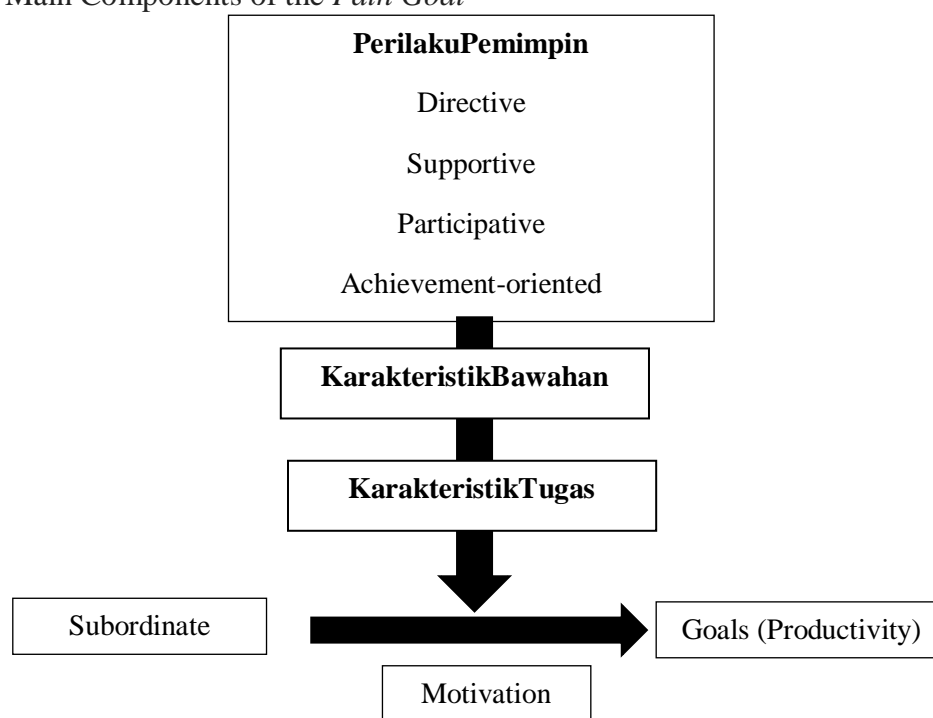
Path Goal Theory is about how leaders motivate their subordinates to achieve organizational goals. Describe clearly from research about what motivates employees. *Path goal theory* first appeared in leadership literature in the early 1970s in the work of Evans (1970), House (1971), House and Dessler (1974), and House and Mitchell (1974).

The basis of *the goal path* is the expectation motivation theory. The initial theory of *the goal path* states that the effective leader is a good leader in giving rewards to subordinates and making these rewards in one unit (*contingent*) with the achievement of subordinates to specific goals. Early development of the goal path theory mentions four specific behavioral styles

of a leader including directive, supportive, participatory, and achievement oriented and three subordinate attitudes including job satisfaction, acceptance of the leadership, and expectations regarding the relationship between business-performance-reward. Leadership model destination path (*path goal*) stated the importance of the influence of leaders on subordinates perceptions regarding work purposes, the purpose of self-development, and the path to completing a goal.

Relationship between leadership style and effective leader according to goal path theory can be seen in Figure 2.1 about the *path goal leadership theory* :

Figure 2.1
Main Components of the *Path Goal*



Source: Northouse (125: 2004)

Work Productivity

Productivity is nothing but talking about human or individual behavior, that is, productivity behavior. More specifically in the field of work or work organization (Sedarmayanti, 2004). Productivity basically includes an attitude that always has the view that today's work methods must be better than yesterday's work methods and the results achieved tomorrow must be more or more quality than the results achieved today (Komaruddin, 1992).

According to **Jackson**, in **Agustin (2014)** stated that productivity is as follows:

"increased work results are influenced by the ability of employees (input) and produce an item or service (output)".

According **Sutrisno (2016: 99)** argues that productivity is as follows:

"the relationship between output (goods or services) with inputs (labor, materials, money). Productivity is a measure of productive efficiency. A

comparison between output and input. Input is often limited by labor, while output is measured in physical unity, form, and value. "

According **Sinungan (2014: 17)** argues that productivity is as follows: "a concept that is universal which aims to provide more goods and services that will be used by many people, using fewer and fewer real sources".

From some of the above understanding can be intended that productivity is the ratio between the output of a job and the output must have added value and better workmanship techniques.

Dimensions of Work Productivity

Productivity of employees has an influence on the goals to be achieved by the company. Therefore every company must take measurements on employee work productivity. According to Dharma (1995) to be able to evaluate employees objectively and accurately we must be able to measure the level of productivity of their work.

According to Sutrisno (2016: 104), work productivity is very important for the employees in the company, with work productivity it is expected that work will be carried out efficiently and effectively so that all this is ultimately needed in achieving the goals set.

Regarding the measurement of work productivity, Dharma (1995) argues that the way to measure work productivity needs to consider the following matters:

- Quantity, i.e. the amount that must be completed Quantitative measurement involves calculation of the process or implementation of activities. This relates to the amount of output produced.
- Quality, which is the quality produced. The qualitative measurement of output (output) reflects "level of satisfaction", ie how well the completion of a job.
- Timeliness, i.e. whether or not it is in accordance with the planned time. Timeliness measurement is a special type of quantitative measurement that determines the timeliness of completing an activity.

RESEARCH METHODS

Research conducted in this study is quantitative research. Where quantitative research is research obtained by measuring the value of one or more variables in the sample.

In this study the population taken is the domestic sales division, namely in the private sales department. With a total sample of 50 respondents. Sampling is done by saturated sample technique which is where the population is equal to the number of samples taken. According to Arikunto (2012: 104) if the total population is less than 100 people, then the total number of samples taken, but if the population is greater than 100 people, aka can be taken 10-15% or 20-25% of the total population.

Data collection was carried out through a questionnaire method, a literature study interview method. While the measurement scale used in this study is a Likert scale.

Table 1.1
Operational Variables

Variable	Definition Operational	Dimensions	Indicator	Scale
Organizational Citizenship Behavior	OCB is an individual voluntary behavior (in this case employees) that are not directly related to the lumbering system but contribute to the effectiveness of the organization. In other words, OCB is an employee's behavior not because of the demands of his duties but rather based on volunteerism. Organ (1988) in Budihardjo, (2011)	Altruism	Replacing colleagues who are absent /leave	Likert
			Helping to use equipment in work	
		Seriousness	Awareness of work	
			Use of work time	
		Public interest	Maintaining good communication	
			Establishing good relations with coworkers	
		Attitudes Sportsmanship	Carrying out tasks without complaint assignments	
			Receiving new policies	
		Polite	Respect for the opinions of others	
			Empathy helps advance the company's	
Leadership Style (path goal theory)	Path Goal Theory is about how leaders motivate their subordinates	directive	My boss' told me what was expected of me.	Likert
			My boss tells me what to do and what not to do.	
			My supervisor negotiates with his	

Variable	Definition Operational	Dimensions	Indicator	Scale
	to achieve organizational goals. Describe clearly from research about what motivates employees. Path goal theory first appeared in leadership literature in the early 1970s in the work of Evans (1970), House (1971), House and Dessler (1974), and House and Mitchell (1974).		subordinates when they encounter problems.	
		My boss explained how well the work I had to do.		
		My boss gave a vague explanation of what was expected of subordinates in his work.		
		Supportive	My boss builds friendly relations with subordinates.	
		My boss does small things so that his subordinates feel comfortable in a team.		
		My boss said things that hurt the feelings of his subordinates.		
		My boss helps his subordinates when there are problems that hamper the work of his subordinates.		
		My boss shows concern for what his subordinates need.		
		Participative	My boss negotiates with subordinates when they encounter problems.	
		My boss accepts suggestions and ideas from his subordinates.		
		My supervisor took action without consulting his subordinates.		
		My boss asked for input from subordinates about how to carry out the task.		
		My boss asked his subordinates for advice on what tasks to do.		
		Results-oriented	My boss tells his subordinates to do their best.	
		My boss set challenging targets to		

Variable	Definition Operational	Dimensions	Indicator	Scale
			his subordinates. My boss encourages his subordinates to continuously improve the performance of their subordinates. My boss doubted his subordinates' ability to achieve a goal. My boss consistently sets challenging goals for his subordinates.	
Work Productivity	According to Sutrisno (2016: 104), work productivity is very important for employees in the company, with work productivity it is expected that work will be carried out efficiently and effectively so that all this is ultimately needed in achieving the goals set.	Work Results Discipline Mental attitude Overtime work	Level of quality of work Level of competition of employees Level of quantity of work results Level of obedience to company rules Level of obedience of working time Level of understanding of work procedures that are not convoluted Level of compliance in work procedures Level of inspection of work leaders Level of responsibility for work Level of carrying out all tasks of the leadership Level of completion of tasks with employee creativity Level of addition of time outside working hours	Likert

Variable	Definition Operational	Dimensions	Indicator	Scale
			Overtime completion rate	

Data Analysis Techniques

At this stage of the research for data processing is done through multiple regression analysis using SPSS 21.0. the data is processed in such a way that the truths can be concluded that can be used to answer the problems that advance in research.

Data is all the information of a person who was made the respondent as well as coming from documents either in the form of statistics or in other forms for research purposes. the purpose of the analysis method. The purpose of the data analysis method is to answer the problem formula and test the proposed hypothesis, interpret and draw conclusions from a number of collected data.

Test Instrument

Validity Test Validity

test is used to find out whether the items submitted in the questionnaire can be used to measure the actual condition of the respondents and perfect the questionnaire (Wibowo, 2012). This calculation will be carried out with the help of the SPSS (statistical package for social science) computer.

In order to determine the valid and failed item numbers, it is necessary to consult the product moment r table. The criteria for evaluating the validity test are:

- a. If $r_{\text{arithmetic}} > r_{\text{table}}$ (at a significance level of 5%), then the questionnaire items can be said to be valid.
- b. If $r_{\text{arithmetic}} < r_{\text{table}}$ (at the 5% significance level), it can be said that the questionnaire items are invalid.

Reliability Test Reliability

Is a term used to indicate the extent to which a measurement is relatively consistent if the measurement is repeated twice or more. This test shows the extent to which the measurement tool can show can be trusted or not in measuring the sample (Wibowo 2012).

Reliability testing of all items or questions in this study will use the Cronbach Alpha coefficient formula. The Cronbach Alpha value in this study will use a value of 0.6 assuming that the list of questions tested will be said to be reliable if the Cronbach Alpha value ≥ 0.6 .

Hypothesis Test Hypothesis

Test aims to determine whether or not the influence of independent variables on the dependent variable. What will be tested through the steps below:

- The coefficient of determination (R²) is used to measure how far the ability of the model in explaining the variation of the dependent variable. The coefficient of determination is between 0 and 1. A small R² value means that the dependent variable is very limited, Ghozali (2015).

- Partial Test (t) The t test was used to find out whether the independent variable partially had a significant effect on the dependent variable using a 95% confidence level ($\alpha = 0.05$). This test is done at once to see the regression coefficients individually research variables, Ghozali (2005).
- Simultaneous Test (F) This test is used to determine whether the independent variable (x), significantly influences the dependent variable (Y).

RESULTS AND DISCUSSION OF

Validity and Reliability

Table 1.2

Test Validity of

Correlations					
		OCB	GK	PK	Unstandardized Predicted Value
OCB	Pearson Correlation	1	.896**	.970**	1,000**
	Sig. (2-tailed)		.000	.000	.000
	N	50	50	50	50
GK	Pearson Correlation	.896**	1	.877**	.904**
	Sig. (2-tailed)	.000		.000	.000
	N	50	50	50	50
PK	Pearson Correlation	.970**	.877**	1	.971**
	Sig. (2-tailed)	.000	.000		.000
	N	50	50	50	50
unstandardized Predicted Value	Pearson Correlation	1,000*	.904**	.971**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	50	50	50	50
**. Correlation is significant at the 0.01 level (2-tailed).					

The results of the validity test based on the Pearson correlation show the number for r count is above >0.3 which means that all statements are valid items.

Table 1.3

Reliability Test

Reliability		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.943	.970	43

Based on the reliability test that has been done can be seen from the value of Cronbach's alpha of 0.943, where the value is greater than >0.8 then it can be

concluded that the research instrument used to measure the variable work productivity can be said to be reliable or reliable.

Hypothesis Test

test results can be concluded from the following table:

Table 1.4
Test Results T

Coefficients ^a											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error				Beta-order	Partial	Part	Tolerance	VIF
1	(Constant)	17787	1,735		10,251	.000					
	OCB								.738		
	GK	.047	.041				.024	.075	.018	.197	5,064
		.517	.607						.062		
		.877							.934		
									11,826		
									.000		
									.970		
									.865		
									.415		

A. Dependent Variable: PK

Based on the test results above, it can be seen that the Organizational Citizenship Behavior (OCB) X1 variable with a coefficient value of 11,826 has a positive effect on work productivity and this can be seen significantly from a significant value of 0.000, which means it has a value below <0.05. This reinforces research conducted by previous researchers, that OCB affects employee productivity.

Whereas the leadership style variable (path goal theory) X2 with a coefficient value of 0.517 negatively affects work productivity and is not significant. This can be seen from the significant value of 0.607 which means it has a value above > 0.05. This means that previous research which said that leadership style affects work productivity is not necessarily strong.

Table 1.5
F test

ANOVA ^b					
Model	Sum of	df	Mean	F	Sig.

		Squares		Square		
1	Regression	415,673 382,516 .000	2			831,346 ^a
	Residual	51 074	47	1,087		
	Total	882 420	49			
a. Predictors: (Constant), GK, OCB						
b. Dependent Variable: PK						

Based on the test results on the F test it can be seen that together the OCB variable and Leadership Style significantly influence work productivity, this is evidenced by the significance value of $0,000 < 0.05$ and the calculated F value of $382,516 > 3,082$.

Determination Coefficient

Table 1.6

Determination Coefficient

Model Summary^b										
Model	R	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.971 ^A								.942 .940 1.04244 .942 382,516 2 47 .000	
a. Predictors: (Constant), GK, OCB										
b. Dependent Variable: PK										

Based on the table, the coefficient of determination can be obtained through R square of 0.940, which means that the variable Organizational Citizenship Behavior and Leadership Style have an effect of 94% on Work Productivity, and the remaining 6% is influenced by other factors not examined in this study.

CONCLUSIONS AND SUGGESTIONS

Based on the results of the study it can be concluded the following points:

- Improvement of Organizational Citizenship Behavior (OCB) that is good in the company can support good work productivity as well, this shows Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee work productivity in pharmaceutical company in the city of Bandung.
- Leadership style (path goal theory) shows a negative and not significant effect on employee work productivity. This means that having a good leadership style and nature does not necessarily affect employee work productivity, too.

RECOMMENDATIONS

The advice given to the domestic sales division, namely in the private sales department, is to maximize the application of Organizational Citizenship Behavior (OCB) and also maintain good leadership styles between superiors and subordinates in order to achieve work productivity and goals of the

company. Whereas for further researchers to be able to develop research in the field of human resource management, especially on increasing work productivity.

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