

DAFTAR PUSTAKA

- Abdillah, J. R. E., & Indah, D. Y. (2024). Pengaruh knowledge sharing (berbagi pengetahuan) dan organizational citizenship behavior (perilaku kewarganegaraan organisasi) terhadap kinerja karyawan pada pt. Pos indonesia (PERSERO) Cabang Utama Kota Bandung (Penelitian Pada Bagian Logistik) (Doctoral dissertation, Universitas Pasundan Bandung).
- Achieve, O. C. B. T., & Schools, Q. E. I. (2020). Organizational Citizenship Behavior untuk Mewujudkan Pendidikan Berkualitas di Sekolah. *Jurnal Psikologi Sains dan Profesi*, 4(1), 65-72.
- Adams, J. S. (1963). Toward an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67(5), 422–436. <https://doi.org/10.1037/h0040968>.
- Aditya, A. (2023). Pengaruh Budaya Organisasi Dan Keterikatan Karyawan Terhadap Organizational Citizenship Behavior (Studi Pada Pegawai Dinas Kesehatan Provinsi Lampung).
- Adzim, A., et al. (2024). Teori Fungsionalistik Dominan Menurut Edward Lee Thorndike Dan Burrhus Frederick Skinner. *Jurnal Paris Langkis*, 5(1), 259-269.
- Afifatun, S. (2022). Implementasi Supervisi Akademik dengan Pendekatan Demokratis dalam Meningkatkan Profesionalisme Guru. *Ar-Rusyd: Jurnal Pendidikan Agama Islam*, 1(2), 141-155.
- Agustina, D., & Susanto, A. (2020). The influence of organizational culture and leadership on employee performance with organizational citizenship behavior as a mediating variable. *Journal of Asian Finance, Economics and Business*, 7(11), 1023–1031. <https://doi.org/10.13106/jafeb.2020.vol7.no11.1023>.
- Ahmed, U., Umrani, W. A., Pahi, M. H., & Shah, S. M. M. (2021). Influence of compensation and organizational culture on employee commitment: Mediating role of organizational citizenship behavior. *International Journal of Sociology and Social Policy*, 41(5/6), 474–491. <https://doi.org/10.1108/IJSSP-01-2020-0010>.
- Ahmed, U., Umrani, W. A., Pahi, M. H., & Shah, S. M. M. (2021). Influence of compensation and organizational justice on organizational citizenship behavior: Mediating role of employee motivation. *Management Science Letters*, 11(1), 91–102. <https://doi.org/10.5267/j.msl.2020.8.002>.
- Alanny, K. M., & Fuad, N. (2024). Peran Supervisi Akademik, Komunikasi Interpersonal, Disiplin Kerja, dan Motivasi Kerja dalam Meningkatkan Kinerja Guru. In *Prosiding Seminar Nasional Pendidikan FKIP Universitas Lampung* (pp. 611-618).
- Al Halbusi, H., Williams, K., Ramayah, T., Al-Sulaiti, K. I., & Al-Kwafi, O. S. (2022). The role of job satisfaction as a mediator between organizational culture and organizational citizenship behavior. *International Journal of Productivity and Performance Management*, 71(2), 530–547. <https://doi.org/10.1108/IJPPM-08-2019-0370>.
- Alhempri, R. R., et al. (2024). Budaya organisasi. Takaza Innovatix Labs.
- Alkhadher, O., Farooq, R., & Shah, S. M. M. (2021). Impact of supervisory support on employee performance: Mediating role of job satisfaction and

- organizational citizenship behavior. *Employee Relations*, 43(3), 689–709. <https://doi.org/10.1108/ER-11-2020-0517>.
- Almajed, A., Alfayez, M., & Alqahtani, N. (2020). Supervisory support and work engagement: A cross-cultural study in education sector. *Management Science Letters*, 10(4), 901–908. <https://doi.org/10.5267/j.msl.2019.9.001>.
- Alshaikh, A. M., & Bond, J. B. (2019). The relationship between principal self-efficacy and organizational citizenship behavior of teachers. *International Dialogues on Education Journal*, 6(1).
- Al-Omari, K., & Okasheh, H. (2022). Perceived organizational justice and its impact on organizational citizenship behavior: The mediating role of job satisfaction. *Management Research Review*, 45(4), 560–577. <https://doi.org/10.1108/MRR-06-2020-0375>.
- Anggita, N., et al. (2022). Relevansi kurikulum Sekolah Menengah Kejuruan dengan kebutuhan DU/DI ditinjau dari kegiatan praktik kerja industri. *Indonesian Journal of Civil Engineering Education*, 7(1), 1–10. <https://doi.org/10.20961/ijcee.v7i1.60712>.
- Arifin, S., & Hasibuan, S. (2019). The Effect of Principal Academic Supervision on Teacher's Work Commitment. *International Journal of Educational Research Review*, 4(3), 348–356. <https://doi.org/10.24331/ijere.573948>.
- Ariyanto, A., Fuad, N., & Muhab, S. (2023). The influence of transformational leadership and adversity quotient on teachers' organizational citizenship behavior. *Scaffolding: Jurnal Pendidikan Islam dan Multikulturalisme*, 5(1), 142–161.
- Asih, W. P., Agung, A. A. G., Ariawan, I. P. W., & Werang, B. R. (2024). The effect of servant leadership, work ethics, organizational culture, and organizational commitment on teacher performance in state vocational high school in Denpasar City. *Pegem Journal of Education and Instruction*, 14(1), 127–132.
- Astuti, D. (2022). Pengaruh Komitmen Organisasi Dan Budaya Organisasi Terhadap Kinerja Pegawai. *Jurnal Akuntansi Dan Manajemen Bisnis*, 2(2), 55–68.
- Asyari, S. (2020). Supervisi Kepala Madrasah Berbasis Penilaian Kinerja sebagai Upaya Peningkatan Profesionalitas Guru. *JIEMAN: Journal of Islamic Educational Management*, 2(1), 27–40.
- Badrianto, Y., & Ekhsan, M. (2020). The Effect of Job Satisfaction and Motivation on Organizational Citizenship Behavior. *Jurnal Ekonomi dan Manajemen*, 9(1), 1–10.
- Balci, I., & Arabaci, I. B. (2024). The Impact of High School Teachers' Perceptions of Synergistic Management on Organizational Culture and Organizational Learning Perceptions. *Shanlax International Journal of Education*, 12, 116–125.
- Barth, A., & Tsemach, S. (2023). *Empowerment as a Mediator between Instructional Leadership and Teachers' Organizational Citizenship Behavior. Research in Educational Administration and Leadership*, 8 (2), 335–371.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee “citizenship”. *Academy of Management Journal*, 26(4), 587–595. <https://doi.org/10.2307/255908>.

- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77, 64–75. <https://doi.org/10.1016/j.ijhm.2018.06.014>.
- Çobanoğlu, N., & Demir, S. (2022). Crisis management, agile leadership, and organizational culture in primary schools. *International Journal of Education and Literacy Studies*, 10(2), 92-101.
- Choi, S. L., Goh, C. F., Adam, M. B., & Tan, O. K. (2016). The impact of human resource management practices on firm performance in a highly regulated emerging market. *International Journal of Human Resource Management*, 27(9), 987–1008. <https://doi.org/10.1080/09585192.2015.1072103>.
- Choi, S. L., Goh, C. F., Adam, M. B., & Tan, O. K. (2021). The impact of human resource management practices on firm performance in a highly regulated emerging market. *International Journal of Human Resource Management*, 32(5), 1000–1025. <https://doi.org/10.1080/09585192.2018.1511617>.
- Choi, S. L., Goh, C. F., Adam, M. B., & Tan, O. K. (2022). The impact of transformational leadership on organizational citizenship behavior: Evidence from Malaysia. *International Journal of Human Resource Management*, 33(4), 745–765. <https://doi.org/10.1080/09585192.2020.1844850>.
- Cicek, I., Ozer, B. U., & Gunay, G. Y. (2020). Organizational culture, job satisfaction, and organizational commitment in Turkish primary schools. *International Journal of Educational Management*, 34(3), 541–556. <https://doi.org/10.1108/IJEM-07-2019-0276>.
- Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2019). *Organizational Behavior: Improving Performance and Commitment in the Workplace* (6th ed.). New York: McGraw-Hill Education.
- Crisanty, T. M., & Pasaribu, E. (2022, November). Determinan pengangguran lulusan smk provinsi sulawesi utara sebelum dan saat pandemi covid-19. In *Seminar Nasional Official Statistics* (Vol. 2022, No. 1, pp. 769-778).
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479–516. <https://doi.org/10.5465/annals.2015.0099>.
- Daeli, A., et al. (2024). Pengaruh kepemimpinan transformasional, budaya organisasi, dan motivasi kerja terhadap kinerja karyawan di perusahaan manufaktur. *Jurnal Tadbir Peradaban*, 4(2), 404-419.
- Darmawan, K., Irdiana, S., & Abrori, I. (2024). Peran Quality Of Work Life (Qwl) Dalam Meningkatkan Organizational Citizenship Behavior (Ocb) Dengan Kinerja Pegawai Sebagai Mediator. *Journal of Innovation Research and Knowledge*, 4(7), 4133-4142.
- Darsana, I. M., & Koerniawaty, F. T. (2021). Organizational Citizenship Behavior, Personality, Budaya Organisasi Dan Kinerja Karyawan, Aplikasi Pada Manajemen Sumber Daya Manusia Ke-pariwisataan. Nilacakra.
- Deci, E. L., & Ryan, R. M. (2017). *Self-Determination Theory: Basic Psychological Needs in Motivation, Development, and Wellness*. New York: Guilford Press.

- DeConinck, J. B., & Stillwell, C. D. (2004). Incorporating organizational justice, role states, pay satisfaction and supervisor satisfaction in a model of turnover intentions. *Journal of Business Research*.
- Dessler, G. (2020). *Human Resource Management* (16th ed.). England: Pearson Education.
- Eley, A., & Jennings, R. (2005). *Effective postgraduate supervision: Improving the student/supervisor relationship: Improving the student/supervisor relationship*. McGraw-Hill Education (UK).
- Fadhillatuzzahro, H., Ichwanto, M. A., Muthmainnah, M., Agustin, N. A., & Puspitasari, L. (2024). Implementasi Kurikulum Pendidikan Kejuruan Dalam Mengatasi Pengangguran Lulusan SMK. *Jurnal Inovasi Teknologi dan Edukasi Teknik*, 4(3), 4-4.
- Fadli, M., et al. (2019). Peluang dan tantangan bimbingan karir di sekolah menengah kejuruan pada era revolusi industri 4.0. *Jurnal EDUCATIO: Jurnal Pendidikan Indonesia*, 5(2), 102-108.
- Fahmi, M. P. (2022). Analisis Faktor-faktor yang Mempengaruhi Pengangguran Terdidik di Kota Pekanbaru. *Ekopem: Jurnal Ekonomi Pembangunan*, 4(4), 76-87.
- Fajar, G. M. (2024). Analisis Organizational Citizenship Behavior (OCB) dan Work-Life Balance dalam Meningkatkan Kinerja Karyawan Generasi Z di PT Galang Tinggi Raya. *Jurnal EMT KITA*, 8(1), 295-301.
- Fatimah, S. (2020). Kegiatan Supervisi Akademik dalam Meningkatkan Mutu Pembelajaran Guru dan Siswa. *Pendekar: Jurnal Pendidikan Berkarakter*, 3(2), 32-39.
- Fauzan, R. H., & Subandi, S. (2024). Langkah-langkah pelaksanaan supervisi akademik. *IJSH: Indonesian Journal of Social and Humanities*, 2(3), 30–40.
- Fauzi, M., & Suryadi, T. (2021). The Role of Instructional Supervision in Improving Teacher Professionalism and Commitment. *Jurnal Pendidikan dan Pengajaran*, 54(1), 29–38. <https://doi.org/10.23887/jpp.v54i1.34352>.
- Fernández-Alvarez, H. (2016). Reflections on supervision in psychotherapy. *Psychotherapy research*, 26(1), 1-10.
- Fuad, N., Purwanto, A., & Rahmah, N. (2023). Supervisi Akademik dalam Perbaikan Mengajar Guru di Era Merdeka Belajar di Pondok Pesantren Al-Ashriyyah Nurul Iman Parung Bogor. *Mitra Teras: Jurnal Terapan Pengabdian Masyarakat*, 2(2), 58-71.
- Gafur, A. (2020). *Kepemimpinan Kepala Sekolah: Strategi Meningkatkan Etos Kerja Guru Pendidikan Agama Islam*. Nizamia Learning Center.
- Gebretsadik, D. M. (2022). Impact of organizational culture on the effectiveness of public higher educational institutions in Ethiopia. *International Journal of Leadership in Education*, 25(5), 823-842.
- Geraldes, D., et al. (2024). Supervisor support and work–family practices: A systematic review. *Sociology*, 14(12), 272.
- Giliç, F., Kanadli, S., Gündüz, Y., & Yusuf, I. (2024). The Mediating Role of Job Satisfaction between Leadership and Organizational Performance and the Moderating Effect of Educational Context. *Educational Process: International Journal*, 13(2), 52-71.

- Ghozali, I. (2021). *Partial Least Squares: Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 3.2.9*. Semarang: Badan Penerbit Universitas Diponegoro.
- Gnanarajan, A. H., Kengatharan, N., & Velnampy, T. (2020). Exploring the prevalence of teachers' organizational citizenship behaviour and its determinants: Evidence from an under-researched cultural milieu. *Qualitative Research in Education*, 9(1), 95-123.
- González Navarro, F., Hernández Perlines, F., & Ariza Monedero, A. (2021). The influence of total compensation on job satisfaction. *Universitas Psychologica*, 20(2), 11-29.
- González Navarro, F., Hernández Perlines, F., & Ariza Monedero, A. (2021). The influence of total compensation on job satisfaction. *Journal of Business Research*.
- Gumilar, N. (2023). *Budaya Organisasi Dan Kepemimpinan di Dunia Pendidikan*. PT Kimhsafi Alung Cipta.
- Gunawan, H., & Darmawan, A. (2022). Pengaruh Supervisi Akademik terhadap Komitmen Guru dalam Pembelajaran. *Jurnal Ilmiah Pendidikan dan Pembelajaran*, 6(1), 89-100.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2018). *Multivariate Data Analysis* (8th ed.). United Kingdom: Cengage Learning.
- Halimah, et al. (2024). Pengaruh Beban Kerja, Kepuasan Kerja, Dan Loyalitas Karyawan Terhadap Organizational Citizenship Behavior (OCB) pada PT Dhaha Jaya Persada. *Musytari: Neraca Manajemen, Akuntansi, dan Ekonomi*, 10(11), 121-130.
- Hanaysha, J. R. (2016). Testing the effects of employee engagement, work environment, and organizational learning on organizational commitment. *Management Science Letters*, 6(4), 277-286. <https://doi.org/10.5267/j.msl.2016.3.005>.
- Hasibuan, P. M., & Hadijaya, Y. (2024). Implementasi Budaya Organisasi dalam Meningkatkan Kinerja Guru. *Journal of Education Research*, 5(3), 2802-2809.
- Hasanah, M. L., & Kristiawan, M. (2019). Supervisi akademik dan bagaimana kinerja guru. *Tadbir: Jurnal Studi Manajemen Pendidikan*, 3(2), 97-112. <https://doi.org/10.29240/jsmp.v3i2.1159>.
- Hassanah, N., et al. (2024). Peran Supervisi dalam Pelaksanaan Kurikulum untuk Meningkatkan Kualitas Pendidikan. *Didaktika: Jurnal Kependidikan*, 13(2), 2119-2130.
- Hasanah, M. L., & Kristiawan, M. (2019). Supervisi akademik dan bagaimana kinerja guru. *Tadbir: Jurnal Studi Manajemen Pendidikan*, 3(2), 97-112.
- Herzberg, F. (1959). Two-Factor Theory of Motivation. *Journal of Applied Psychology*.
- Herzberg, F. (1968). Two Factor Theory of Motivation. *Journal of Applied Psychology*.
- Hermanto, & MM. (2020). *Kepemimpinan Integratif: Strategi Menumbuhkan Totalitas Kerja dan Perilaku Ekstra-Peran—Teori, Perilaku, dan Aplikasi dalam Penelitian di Organisasi Pendidikan*. PT Kanisius.

- Hermawan, A., et al. (2023). Kesenjangan Kondisi Pengangguran Lulusan SMK/MAK di Indonesia: Analisis Antargender dan Variabel-Variabel yang Memengaruhinya. *Jurnal Ketenagakerjaan*, 18(3), 262-277.
- Hidayat, D. R. (2020). Job satisfaction, organizational commitment, organizational citizenship behavior, and performance of vocational high school teachers. *Journal of K6 Education and Management*, 3(1), 32-39.
- Histayanthi, K. D. (2024). Pengaruh Kepemimpinan dan Iklim Organisasi terhadap Organization Citizenship Behavior (OCB) dengan Kepuasan Kerja sebagai Variabel Mediasi (pada PT. Balideva Bintang Sejahtera di Kabupaten Badung) (Doctoral dissertation, Universitas Mahasaraswati Denpasar).
- Huang, M.-P., Chang, C.-C., & Chu, W.-C. (2015). Human capital for university performance: Do organizational culture and leadership matter? *Journal of Business Research*, 68(1), 81-86. <https://doi.org/10.1016/j.jbusres.2014.04.014>.
- Ilies, R., Fulmer, I. S., Spitzmuller, M., & Johnson, M. D. (2020). Personality and citizenship behavior: A meta-analysis. *Journal of Applied Psychology*, 105(1), 1-19. <https://doi.org/10.1037/apl0000414>.
- Imron, A. (2022). Supervisi pembelajaran tingkat satuan pendidikan. Bumi Aksara.
- Indahsari, & Manafe. (2022). Peran gaya kepemimpinan path goal untuk meningkatkan motivasi kerja karyawan. *Visionida Jurnal Manajemen dan Bisnis*, 8(1), 60-71.
- Inceoglu, I., Thomas, G., Chu, C., Plans, D., & Gerbasi, A. (2018). Leadership behavior and employee well-being: An integrated review and a future research agenda. *Journal of Vocational Behavior*, 110(B), 373-387. <https://doi.org/10.1016/j.jvb.2018.05.012>.
- Ir M Bakrun, M. M. (2024). Peningkatan proses pembelajaran dan penilaian pembelajaran abad 21 dalam meningkatkan kualitas pembelajaran SMK. Direktorat Pembinaan Sekolah Menengah Kejuruan Direktorat Jenderal Pendidikan Dasar dan Menengah Kementerian Pendidikan dan Kebudayaan.
- Iqbal, N., Ahmad, N., & Riaz, M. (2019). Impact of compensation on job satisfaction and OCB: Evidence from education sector. *International Journal of Organizational Analysis*, 27(3), 621-636. <https://doi.org/10.1108/IJOA-05-2018-1423>.
- Jain, A. K., Giga, S. I., & Cooper, C. L. (2019). Effects of leadership styles on employee well-being: Moderating effect of organizational culture. *International Journal of Organizational Analysis*, 27(4), 1104-1126. <https://doi.org/10.1108/IJOA-10-2018-1563>.
- Jauhar, J., Bashir, M., & Fareed, M. (2019). The effect of ethical leadership on organizational citizenship behavior: The mediating role of organizational culture. *International Journal of Innovation, Creativity and Change*, 10(12), 112-127.
- Jex, S. M., Spector, P. E., Gudanowski, D. M., & Newman, R. A. (2020). Relations between exercise and employee responses to work stressors: A summary of two studies. In *Occupational Stress* (pp. 283-301). CRC Press.
- Judge, T. A., Piccolo, R. F., Podsakoff, N. P., Shaw, J. C., & Rich, B. L. (n.d.). The relationship between pay and job satisfaction. *Journal of Vocational Behavior*.

- Kang, W. (2023). Factors Predicting Teachers' Job Satisfaction in Korean Secondary Schools. *Pegem Journal of Education and Instruction*, 13(3), 281-293.
- Karnati, N. (2019). Academic supervision to improve the competence of elementary school teachers. *Australasian Journal of Educational Technology*, 35(1), 36-46.
- Karnati, N., & Widihartati, S. M. (2018). Pengaruh Pengawasan Dan Penghargaan Terhadap Organization Citizenship Behavior (Ocb) Guru Paud Di Kabupaten Manokwari. *Jurnal Improvement Vol*, 5(1).
- Karnati, N., & Sibawaihin, I. (2017). Pengaruh Locus of Control dan Motivasi Instrinsik Terhadap Kepuasan Kerja Guru. *Jurnal Sosial Humaniora*, 8(1), 29-36.
- Karnati, N., & Wiratma, A. (2017). Pengaruh kepemimpinan transformasional dan efikasi diri terhadap kepuasan kerja guru. *Jurnal Sosial Humaniora*, 8(2), 85-92.
- Karorsa, D., & Allen, M. E. (2024). HBCU Faculty Job Satisfaction: Implications for Effective Higher Education Leadership. *Journal of Research Initiatives*, 8(4), 10.
- Katabalo, C. V., & Mwita, K. M. (2024). The role of compensation on job satisfaction, employee performance and organisational performance. *Science Mundi*.
- Kim, T., & Park, K. (2020). Supervisor support and organizational citizenship behavior: A moderated mediation model. *Journal of Business Research*, 109, 18–25. <https://doi.org/10.1016/j.jbusres.2019.10.014>.
- Kinicki, A., & Sozanski, B. (2023). *Management: A Practical Introduction* (11th ed.). New York: McGraw-Hill.
- Khalid, S. A., Rahman, N. A., Darus, N. A., & Shahrudin, S. (2021). Lecturers' organizational citizenship behaviours during COVID-19 pandemic. *Asian Journal of University Education*, 17(2), 215-226.
- Kristiawan, M., Yuniarsih, Y., Fitria, H., & Refika, N. (2019). *Supervisi pendidikan*. Bandung: Alfabeta, 4(2), 106-113.
- Kurnianto, D., & Kharisudin, I. (2022, February). Analisis Jalur Pengaruh Motivasi Kerja, Disiplin Kerja, Kepuasan Kerja, Lingkungan Kerja Terhadap Kinerja Karyawan dengan Variabel Intervening Organizational Citizenship Behavior. In *PRISMA, Prosiding Seminar Nasional Matematika* (Vol. 5, pp. 740-751).
- Kusumastuti, R., Darmawan, A., & Setiawan, H. (2022). Compensation strategies and teachers' organizational citizenship behavior: A mediated model. *Management Science Letters*, 12(4), 311–320. <https://doi.org/10.5267/j.msl.2021.11.013>.
- Lalupanda, E. M. (2019). Implementasi supervisi akademik untuk meningkatkan mutu guru. *Jurnal Akuntabilitas Manajemen Pendidikan*, 7(1), 62–72. <https://doi.org/10.21831/amp.v7i1.22276>.
- Linda, R. M., & Muttaqiyathun, A. (2024). The influence of role conflict, job satisfaction, and organizational commitment to turnover intention on female teacher. *JPPI (Jurnal Penelitian Pendidikan Indonesia)*, 10(3), 626-631.

- Lok, P., & Crawford, J. (2016). The effect of organizational culture and leadership style on job satisfaction and organizational commitment: A cross-national comparison. *International Journal of Human Resource Management*, 27(2), 132–153. <https://doi.org/10.1080/09585192.2015.1033641>.
- Luthans, F., & Doh, J. P. (2020). *International Management: Culture, Strategy, and Behavior* (11th ed.). New York: McGraw-Hill.
- Luthans, F. (2021). *Organizational Behavior: An Evidence-Based Approach* (14th ed.). Information Age Publishing.
- Mardianti, L. (2022). Pengaruh Kepemimpinan Kepala Sekolah, Motivasi Kerja Dan Organizational Citizenship Behavior (Ocb) Terhadap Kinerja Guru Sma/Smk Muhammadiyah Se-Kabupaten Wonosobo (Doctoral dissertation, Skripsi, Universitas Muhammadiyah Magelang).
- Mardizal, J., & Jalinus, N. (2023). Manajemen dan Kepemimpinan Kepala Sekolah Kejuruan. Jonni Mardizal.
- Ma'rifah, D., & Soenhadji, I. M. (2022). The Effect of Remuneration and Job Satisfaction on Teacher Performance with Organizational Citizenship Behavior (OCB) as Mediating Variable. *Dinamika Pendidikan*, 17(2). <https://doi.org/10.15294/dp.v17i2.39806>.
- Marmoah, S. (2016). Administrasi dan supervisi pendidikan: Teori dan praktek. Yogyakarta: Deepublish.
- Maryatmi, A. S. (2021). Well-Being Di Dunia Kerja.
- Maulana, M. F. A. Y., & Latib, A. (2025). Pengaruh organizational citizenship behavior terhadap kinerja guru SMK. *FORMULA: Jurnal Administrasi Publik*, 5(1), 22–31.
- Mbato, C. L. (2024). Paradigma Pendidikan Memerdekakan: Mentransformasi Arena Mengajar Menjadi Ruang Belajar. Sanata Dharma University Press.
- Meyer, J. P., & Morin, A. J. S. (2016). A person-centered approach to commitment research: Theory, research, and methodology. *Journal of Organizational Behavior*, 37(4), 584–612. <https://doi.org/10.1002/job.2085>.
- Misbahudin, A. R., & Asmaul, R. (2022). Upaya Meminimalkan Gap Antara Kompetensi Lulusan SMK dengan Tuntutan Dunia Industri. *WAKTU: Jurnal Teknik UNIPA*, 20(01), 12-14.
- Mulia, N., Rahmi, A., Afrinaldi, A., & Yusri, F. (2023). Kesiapan Siswa Sekolah Menengah Kejuruan dalam Menghadapi Dunia Kerja di SMK Negeri 1 Bukittinggi. *YASIN*, 3(2), 172-182.
- Mullins, L. J. (2023). *Management and Organisational Behaviour* (13th ed.). Pearson Education.
- Murwaningsih, T., & Fauziah, M. (2023). The influence of professional attitude, welfare, self-sustaining development, and job satisfaction on teacher performance. *Journal of Education and Learning (EduLearn)*, 17(2), 271-284.
- Musthan, Z., & Zur, S. (2022). Sertifikasi dan implikasinya dalam meningkatkan kompetensi profesional guru. *Al-Ta'dib: Jurnal Kajian Ilmu Kependidikan*, 15(2), 115–125. <https://doi.org/10.31332/atdbwv15i2.3899>.
- Mustika, H. (2016). Pengaruh Psychological Empowerment Terhadap Task Performance dan Contextual Performance Pada PT. Nasdec Indonesia di Surabaya. *Jurnal Ekonomi dan Bisnis*.

- Naimah, M., Tentama, F., & Sari, E. Y. D. (2022). Pengaruh kepemimpinan transformasional dan keterlibatan kerja terhadap Organizational Citizenship Behavior (OCB) melalui mediator kepuasan kerja. *Psikologika: Jurnal Pemikiran dan Penelitian Psikologi*, 27(2), 197–222. <https://doi.org/10.20885/psikologika.vol27.iss2.art2>.
- Nawab, S., Ahmad, J., & Shafi, K. (2020). The impact of organizational culture on organizational citizenship behavior: Mediating role of job satisfaction. *International Journal of Business and Society*, 21(1), 59–76. <https://doi.org/10.33736/ijbs.3172.2020>.
- Nawaz, M. S., Abid, G., Arya, B., & Ilyas, S. (2023). Compensation, satisfaction, and performance: Understanding the indirect effect on OCB. *Employee Relations*, 45(1), 89–106. <https://doi.org/10.1108/ER-12-2021-0532>.
- Negara, D. S. (2022). Perilaku Organizational Citizenship Behavior (OCB) terhadap Pencapaian Kinerja Guru. *Jurnal Pendidikan dan Konseling*, 4(4), 817–825. <https://doi.org/10.31004/jpdk.v4i4.5337>.
- Ngo, J. (2024). Organisational Culture in Indonesian Schools During COVID-19: Perceptions of School Principals. *Journal of International and Comparative Education (JICE)*, 35–56.
- Nida, N., Wasliman, I., & Dianawati, E. (2023). Implementasi Praktik Kerja Industri dalam Meningkatkan Kompetensi Lulusan Pada Smk. *Wahana Didaktika: Jurnal Ilmu Kependidikan*, 21(1), 247–257.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). *Human Resource Management: Gaining a Competitive Advantage* (12th ed.). New York: McGraw-Hill.
- Northouse, P. G. (2022). *Leadership: Theory and Practice* (9th ed.). SAGE Publications.
- Nugroho, R. (2024). Budaya Organisasi Yang Mendorong Inovasi Kerja. *Jurnal Cahaya Mandalika ISSN 2721-4796* (online), 5(2), 882–893.
- Nugroho, H. (2025). Pengaruh kepemimpinan transformasional dan efikasi diri terhadap organizational citizenship behavior guru SMK negeri. *Jurnal Manajemen Pendidikan*, 16(1), 45–58.
- Nurgaliyeva, S., Iztleuova, Z., Maigeldiyeva, S., Zhussupova, Z., Saduakas, G., & Omarova, G. (2023). Examining the Relationships between Teachers' Job Satisfaction and Technological Competencies. *International Journal of Education in Mathematics, Science and Technology*, 11(4), 898–912.
- Nurhasanudin, M. R. R., & Rosyid, A. (2022). Pengaruh Sertifikasi terhadap Kompetensi Sosial Guru SDN Se-Kecamatan Cikupa. *Jiip: Jurnal Ilmiah Ilmu Pendidikan*, 5(2), 402–407. <https://doi.org/10.54371/jiip.v5i2.418>.
- Nurhaswinda, N., et al. (2024). Analisis Teori Kepemimpinan Humanistik Pada Kepemimpinan Ketua Prodi Di Perguruan Tinggi. *Jurnal Review Pendidikan dan Pengajaran (JRPP)*, 7(3), 6432–6436.
- Organ, D. W. (2018). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*. California: Sage Publications.
- Okfrima, R., & Tentama, F. (2023). Keadilan Prosedural Terhadap Organizational Citizenship Behavior Guru SMKS Kota Padang, Sumatera Barat. *Psyche 165 Journal*, 328–333.

- Octavita, D., et al. (2024). Improvement of organizational citizenship behavior through strengthening organizational culture, teamwork, personality, and decision making in private vocational schools. *Kontigensi: Jurnal Ilmiah Manajemen*, 12(2), 548–563.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>.
- Paramarta, H. V., Kosasih, M. M., Sunarsi, D., & MM, C. (2021). *Manajemen Sumber Daya Manusia Teori & Praktik*. Cipta Media Nusantara (CMN).
- Park, K. O. (2020). How CSV and CSR affect organizational performance: A productive behavior perspective. *International Journal of Environmental Research and Public Health*, 17(7), 2556.
- Permana, G. A., & Jannah, M. (2023). Hubungan antara komitmen organisasi dengan organizational citizenship behavior pada atlet mahasiswa. *Character: Jurnal Penelitian Psikologi*, 10(2), 1–17. <https://doi.org/10.26740/cjpp.v10i2.53398>.
- Permana, P. S., & Sukoco, S. (2017). Efektivitas manajemen praktik kerja industri di Sekolah Menengah Kejuruan Kota Yogyakarta. *Jurnal Akuntabilitas Manajemen Pendidikan*, 5(2), 199–211. <https://doi.org/10.21831/amp.v5i2.7480>.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513–563. <https://doi.org/10.1177/014920630002600307>.
- Podsakoff, N. P., Podsakoff, P. M., MacKenzie, S. B., & Lee, J. Y. (2018). The role of OCB in organizational effectiveness: A review and future research agenda. *Journal of Management*, 44(2), 441–478. <https://doi.org/10.1177/0149206316668354>.
- Podsakoff, N. P., Podsakoff, P. M., Mackenzie, S. B., & Lee, J. Y. (2018). The role of organizational justice in OCB: A meta-analytic review. *Journal of Applied Psychology*, 103(6), 675–691. <https://doi.org/10.1037/apl0000292>.
- Pratama, I. W. A., Par, S. T., Par, M., Diwyarthi, N. D. M. S., Wiarta, N. G. M., SE, M. P., ... & Anwar, H. M. (2024). *Manajemen Sumber Daya Manusia Lanjutan*. Cendikia Mulia Mandiri.
- Pratomo, D. S. (2017). Fenomena pengangguran terdidik di Indonesia. *Sustainable Competitive Advantage*, 7(7), 1.
- Rahmat, et al. (2021). Urgensi Altruisme dan Hardiness pada Relawan Penanggulangan Bencana Alam: Sebuah Studi Kepustakaan [The Urgency of Altruism and Resilience in Natural Disaster Management Volunteers: A Literature Study]. *Acta Islamica Counsnesia: Counselling Research and Applications*, 1(1), 45-58.
- Rivai, A. (2020). Pengaruh kepemimpinan transformasional dan budaya organisasi terhadap kinerja karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(2), 213-223.

- Riyadi, R., & Amalia, D. (2020). The influence of supervision and organizational climate on teacher work commitment. *Journal of Educational and Learning Studies*, 3(2), 89–94. <https://doi.org/10.32698/0342>.
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162–174. [https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14).
- Rizkia, A., & Haryatiningsih, R. (2023). Analisis Faktor yang Mempengaruhi Pengangguran Terdidik Kota Besar di Pulau Jawa. *Jurnal Riset Ilmu Ekonomi Dan Bisnis*, 125-132.
- Rizky, M. (2022). Faktor-Faktor Yang Mempengaruhi Motivasi: Gaya Kepemimpinan, Kepuasan Kerja & Budaya Organisasi (Suatu Kajian Studi Literatur Manajemen Sumberdaya Manusia). *Jurnal Ilmu Manajemen Terapan*, 3(3), 290-301.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior* (17th ed.). New Jersey: Pearson Education.
- Robbins, S. P., & Judge, T. A. (2021). *Organizational Behavior* (18th ed.). Pearson Education.
- Robbins, S. P., & Judge, T. A. (2022). *Organizational Behavior* (19th ed.). Pearson.
- Saharudin, S., Syaifuddin, M., & Tambak, S. (2022). Supervisi pendidikan. *Jurnal Ilmu Multidisplin*, 1(2), 490-497.
- Schein, E. H., & Schein, P. A. (2019). *The Corporate Culture Survival Guide* (3rd ed.). Jossey-Bass.
- Sholeha, D., Lubis, N. M., Rifa'i, A., Ayundari, N. F., Sumayyah, L., & Nasution, I. (2023). Peran supervisi pendidikan dalam meningkatkan mutu pendidikan. *Pustaka: Jurnal Bahasa dan Pendidikan*, 3(2), 30–38. <https://doi.org/10.56910/pustaka.v3i2.432>.
- Santoso, E. B., Fiernaningsih, N., & Murtiyanto, R. K. (2021). Pengaruh Budaya Organisasi Terhadap Kinerja Organisasi. *Jurnal Akuntansi Bisnis Dan Humaniora*, 8(2), 48-51.
- Sari, E. Y. D. (2022). Pengaruh Kepemimpinan Transformasional dan Keterlibatan Kerja terhadap Organizational Citizenship Behavior (OCB) melalui Mediator Kepuasan Kerja. *Psikologika: Jurnal Pemikiran dan Penelitian Psikologi*, 27(2), 197-222.
- Schermerhorn, J. R., & Bachrach, D. G. (2020). *Exploring Management* (7th ed.). New York: John Wiley & Sons.
- Sergiovanni, T. J. (1982). *Supervision of Teaching*. Association for Supervision and Curriculum Development, 225 N. Washington St., Alexandria, VA 22314 (Stock No. 610-82262; \$10.00; quantity discounts; orders under \$20.00 must be prepaid)..
- Setyaningsih, S. (2023). An Analysis of the Transformational Leadership Style and Self-Efficacy Effects on Elementary School Teachers' Organizational Citizenship Behavior. *Pegem Journal of Education and Instruction*, 13(3), 401-412.
- Setiani, S., Siswanto, S., & Robithoh, S. (2023). Revisiting the Effect of Job Satisfaction and Organizational Culture on Employee Performance: The

Mediating Role of Organizational Citizenship Behaviour. *Shirkah: Journal of Economics and Business*.

Setyawati, C. E., Tambingon, H. N., Rawis, J. A., & Mangantes, M. L. (2022). Supervisi Dan Evaluasi Pendidikan Dalam Mewujudkan Peningkatan Standar Kompetensi Lulusan. *Jurnal Pendidikan dan Konseling (JPDK)*, 4(5), 2426-2436.

Setiyawati, I., & Prasetyo, A. (2021). Organizational culture, job satisfaction, and their effect on organizational citizenship behavior. *Management Analysis Journal*, 10(1), 77–86. <https://doi.org/10.15294/maj.v10i1.46489>

Setyowati, T., & Puspitadewi, I. (2023). *Perilaku Organisasi Dan Organizational Citizenship Behavior (Teori Dan Konsep)*. UM Jember Press.

Sharma, A., & Dhar, R. L. (2021). The role of compensation fairness and trust in mediating the relationship between pay and OCB. *Journal of Business Research*, 132, 661–670. <https://doi.org/10.1016/j.jbusres.2020.11.005>.

Simanjuntak, S. K., Hadijaya, Y., & Neliwati, N. (2024). Manajemen kepala sekolah dalam meningkatkan etos kerja guru di sekolah menengah kejuruan swasta. *Jurnal EDUCATIO: Jurnal Pendidikan Indonesia*, 10(1), 362-375.

Siregar, I., Mukhtar, M., Anwar, K., Mahmud, M. Y., & Munte, R. S. (2024). Isu-Isu Global Pengembangan Kurikulum Merdeka Dan Pemagangan Life Skill World Class Education. *Jurnal Review Pendidikan dan Pengajaran (JRPP)*, 7(4), 12887-12895.

Sholikhah, C. I. R., & Frianto, A. (2022). Pengaruh Kepuasan Kerja dan Komitmen Organisasi terhadap Organizational Citizenship Behavior (OCB) pada Karyawan Tiara Supermarket. *Jurnal Ilmu Manajemen*, 10(1), 291-301.

Sonia, N. R. (2022). Supervisi Pengembangan Mutu Pendidikan: Tinjauan Konsep Developmental Supervision Glickman. *Southeast Asian Journal of Islamic Education Management*, 3(1), 103-122.

Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. *American journal of community psychology*, 13(6), 693.

Suan, C. L., & Nasurdin, A. M. (2016). Supervisor support and work engagement of hotel employees in Malaysia: Is it different for men and women? *Gender in Management: An International Journal*, 31(1), 2–18. <https://doi.org/10.1108/GM-11-2014-0105>.

Suastriningsih, N. L. P. (2024). Pengaruh Lingkungan Kerja, Motivasi Dan Kompensasi Terhadap Kepuasan Kerja Karyawan Pada PT. Artha Boga Cemerlang Bali (Doctoral dissertation, Universitas Mahasaraswati Denpasar).

Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.

Suharti, L., & Suliyanto, D. (2017). The effect of organizational culture and job characteristics on job satisfaction and organizational commitment. *International Journal of Law and Management*, 59(6), 1293–1310. <https://doi.org/10.1108/IJLMA-03-2016-0030>.

Suifan, T. S., Abdallah, A. B., & Al Janini, M. (2018). The impact of transformational leadership on organizational innovation through the

- mediating role of knowledge sharing. *International Journal of Business Innovation and Research*, 15(4), 424–438.
<https://doi.org/10.1504/IJBIR.2018.093847>.
- Sumiati, S., et al. (2025). Factors influencing teacher organizational citizenship behavior: A literature review. *Lectura: Jurnal Pendidikan*, 16(1), 1–15.
- Supriyanto, A. S., & Troena, E. A. (2012). Pengaruh Kecerdasan Emosional dan Kecerdasan Spiritual terhadap Kepemimpinan Transformasional, Kepuasan Kerja dan Kinerja Manajer (Studi di Bank Syariah Kota Malang). *Jurnal Aplikasi Manajemen*, 10(4), 693-617.
- Supriyanto, A. S., Ekowati, V. M., & Maghfiroh, T. (2021). Do organizational citizenship behavior and work satisfaction mediate the relationship between compensation and employee performance? *Management Science Letters*, 11, 241–250.
- Suryaningtyas, D. (2020). Resiliensi Organisasi: Dalam Hubungannya Dengan HPWS, Kepemimpinan Resilien, Budaya Organisasi, dan Kinerja Organisasi.
- Suryati, S. (2021). Gaya Kepemimpinan Servant Leadership, Kepuasan Kerja, Loyalitas Kerja Terhadap Komitmen Organisasional (Studi Kasus Pada Kantor Bpkad “Badan Pengelolaan Keuangan Dan Aset Daerah) Kabupaten Mappi. *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 2(2), 1002-1018.
- Sutrisno, S., Herdiyanti, H., Asir, M., Yusuf, M., & Ardianto, R. (2022). Dampak Kompensasi, motivasi dan Kepuasan Kerja Terhadap Kinerja Karyawan di Perusahaan: Review Literature. *Management Studies and Entrepreneurship Journal (MSEJ)*, 3(6), 3476-3482.
- Tambunan, R., et al. (2024). Supervisi Pendidikan dalam Meningkatkan Mutu Pendidikan. *Jurnal Pendidikan dan Pembelajaran*, 3(02), 356-364.
- Torres, L. L. (2022). School organizational culture and leadership: Theoretical trends and new analytical proposals. *Education sciences*, 12(4), 254.
- Tran, Q. H. N. (2021). Organisational culture, leadership behaviour and job satisfaction in the context of organizational citizenship behavior. *Management Science Letters*, 11, 2477–2486.
- Trivedi, R., & Prakasha, G. S. (2021). Student Alienation and Perceived Organizational Culture: A Correlational Study. *International Journal of Evaluation and Research in Education*, 10(4), 1149-1158.
- Tun Huseno, S. E. (2021). Kinerja pegawai: Tinjauan dari dimensi kepemimpinan, misi organisasi, budaya organisasi dan kepuasan kerja. Media Nusa Creative (MNC Publishing).
- Ulum, R., & Hermawati, A. (2024). Pengaruh Kepemimpinan Spiritual Dan Qwl (Quality Of Work Life) Terhadap OCB (Organizational Citizenship Behavior) yang Dimediasi Komitmen Organisasi (Studi pada Guru SMP Islam Paiton dan SMP Insan Terpadu). *Jurnal Cakrawala Ilmiah*, 4(1), 3899-3926.
- Untung, et al. (2022). Pengaruh Kemampuan Manajerial Kepala Madrasah dan Organizational Citizenship Behavior Terhadap Kinerja Guru. *Journal of Educational Research*, 1(2), 357-384.
- Virgana, V., & Kasyadi, S. (2020). The effect of organizational culture, personality, job satisfaction, and trust on school supervisor performance. *Journal of Education and Learning (EduLearn)*, 14(3), 434-441.

- Volta, A. S., & Nahdiah, A. C. F. (2023). Transformasi Pendidikan di Era 4.0: Intelektualitas Guru Tercipta Kualitas Sekolah Terjaga. *Jurnal Kepengawasan, Supervisi dan Manajerial (JKSM)*, 1(4), 143-151.
- Wahjono, S. I. (2022). *Budaya Organisasi*. Jakarta: Salemba Empat.
- Wahib, A. (2021). Manajemen evaluasi program supervisi pendidikan dalam meningkatkan mutu pendidikan. *Auladuna: Jurnal Prodi Pendidikan Guru Madrasah Ibtidaiyah*, 3(1), 91–104. <https://doi.org/10.36835/au.v3i1.512>.
- Wahyuandari, & Mulyana. (2023). Hubungan Budaya Organisasi dan Perilaku Inovatif pada Pegawai Dinas Kebudayaan, Pariwisata, Kepemudaan dan Olahraga. *Character Jurnal Penelitian Psikologi*, 10(2), 834-846.
- Wang, M., & Fang, Y. (2018). Compensation fairness and its impact on OCB: The mediating role of affective commitment and satisfaction. *Journal of Managerial Psychology*, 33(2), 130–143. <https://doi.org/10.1108/JMP-08-2016-0244>.
- Wardhani, R. D., & Listiani, T. (2021). Organizational Citizenship Behavior (OCB) Pada Balai Diklat Keuangan Cimahi. *Konferensi Nasional Ilmu Administrasi*, 5(1), 227-232.
- Wibowo, T. S., MM, M. S., & Farm, M. (2024). *Meningkatkan Kinerja Organisasi Melalui Organizational Citizenship Behavior (OCB)*. Takaza Innovatix Labs.
- Wicaksono, T., & Gazali, M. (2021). Pengaruh kepuasan kerja terhadap kinerja karyawan dengan organizational citizenship behavior (OCB) sebagai variabel intervening. *At-Tadbir: jurnal ilmiah manajemen*, 5(1), 22-34.
- Widodo, A., & Yandi, A. (2022). Model kinerja karyawan: kompetensi, kompensasi dan motivasi, (Literature Review MSDM). *Jurnal Ilmu Multidisplin*, 1(1), 1-14.
- Wijaya, M. O., & Utami, E. D. (2021, November). Determinan Pengangguran Lulusan SMK di Indonesia Tahun 2020. In *Seminar Nasional Official Statistics* (Vol. 2021, No. 1, pp. 801-810).
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601–617. <https://doi.org/10.1177/014920639101700305>.
- Yadav, S., & Dixit, S. (2017). Organizational culture and its impact on OCB: A conceptual framework. *International Journal of Business and Management Invention*, 6(6), 52–56.
- Yoga, K. W. (2023). *Pengaruh Budaya Organisasi, Komitmen Organisasi Dan Motivasi Kerja Terhadap Organizational Citizenship Behavior Pada Perumda Pasar Sewakadarma Kota Denpasar* (Doctoral dissertation, Universitas Mahasarakwati Denpasar).
- Yousaf, S., Amin, M., & Anwar, F. (2021). The impact of job satisfaction on organizational citizenship behavior: A mediating role of organizational commitment. *Management Science Letters*, 11(3), 829–840. <https://doi.org/10.5267/j.msl.2020.9.024>.
- Yudana, I. M., & Agung, A. A. G. (2021). Kontribusi Kepemimpinan Transformatif, Motivasi Kerja, Etos Kerja, dan Kepuasan Kerja Terhadap

- Kinerja Guru di SMK Negeri 1 Denpasar. *Jurnal Administrasi Pendidikan Indonesia*, 12(2), 160-171.
- Yusuf, M., & Metroyadi. (2021). The Influence of Organizational Culture and Job Satisfaction on Organizational Citizenship Behavior. *Journal of Educational Administration and Leadership*, 5(1), 12-25.
- Yusuf, M., & SE, M. (2024). *Generasi Milenial: Fleksibilitas, Kepuasan Dan Loyalitas Kerja*. CV. Azka Pustaka.
- Zaenab, M. S. (2024). *Penguatan TPACK bagi Guru SMK*. Penerbit KBM Indonesia.

