



The Influence Of Organizational Commitment and Work Motivation Toward Organizational Citizenship Behavior

Thasya Nabilla, Roni Faslah, Marsofiyati

Faculty of Economics, Universitas Negeri Jakarta

E-mail

thsnabila@gmail.com

ronifaslah@unj.ac.id

marsofiyati@unj.ac.id

ABSTRACT

This study aims to determine the effect of organizational commitment and work motivation on the organizational citizenship behaviour of employees of The Bogor Regency Transportation Service. The research method used is a survey method with a descriptive approach. The population in this study found 357 employees with a research sample of 189 honorary employees. The data analysis technique used is multiple linear regression analysis using the SPSS v.25.0 programs. The results showed that organizational commitment and work motivation had a positive and significant effect on organizational citizenship behaviour by 60.2% and the remaining 39.8% was influenced by other variables not examined.

Keywords:

organization citizenship behaviour, organizational commitment, work motivation

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INTRODUCTION

All organization in carrying out their functions requires the resources it has to produce the expected output. Good human resource performance collectively will determine the overall performance of the organization, including public organizations. As organizations that work for the benefit of the community (non-profit), public organizations certainly carry out many activities that are in direct contact with the community, so they are committed to providing good service for society and other stakeholders. However, problems related to human resources that occur in public organizations are still in the spotlight, is in the form of a negative view of public services that given (Jaya, 2018)

Based on data from the Indonesian Ombudsman in 2020, the Indonesian Ombudsman has received reports and complaints from the public related to the implementation of public services as many as 7,204 reports. In the report, it was stated that if classified based on the data of the reported agency, that occupies the highest or most reported position by the public regarding public services provided is the Regional Government with a percentage of 39.59%.

A study conducted by Sinaga et al., (2019) said that the low level of public services is related to the work behaviour of employees at work. One of them is the low prosocial behaviour among public agency employees due to the selfish attitude of employees, who only focus on formal tasks that have been set, do not yet have the initiative to help other workers who have over duties, feel satisfied quickly, and low work discipline.

One way to improve the quality of public services itself is not only seen from how big the contribution is in completing tasks according to the job description that has been set (in the role) but it can also be seen from how much contribution is shown by employees who have the initiative to do work outside the job description (extra-role) voluntarily. The term is known as organizational citizenship behaviour (OCB).

The results of observations made using google forms to several honorary employees of the Bogor Regency Transportation Service showed that 51.4% of employees were not willing to be given additional assignments and were not willing to go home late to complete work voluntarily. Furthermore, 54.3% of employees are not yet willing to take the initiative to assist their co-workers who have difficulty at work. It also disclosed the reasons why employees are not willing to help their co-workers because they think that each employee already has their respective duties and responsibilities, it is enough to work according to their portion, and some employees are afraid of mistakes if doing other people's work.

To respond to these conditions, organizations need to know the low factors that influence organizational citizenship behaviour. Researchers conducted a pre-research related to the factors that influence low organizational citizenship behaviour among honorary employees of the Bogor Regency Transportation Service.

Employees are allowed to able choose more than one factor that can influence their organizational citizenship behaviour. Based on the results of the data above, some factors have the

highest percentage value that affects organizational citizenship behaviour, namely Organizational Commitment of 62.9% and Work Motivation of 48.6%. This means that organizational commitment and work motivation can influence organizational citizenship behaviour. When employees have a high commitment to their organization, they will work seriously and are willing to take actions that aim to achieve company success (Kurniawan, 2015). In addition, if someone has the motivation, he will give his best effort in achieving organizational goals, so that it can affect the development of employee work engagement with the organization (Prabandari & Rian, 2018).

Based on the results of the preliminary research above, the researchers are interested in researching how the influence of organizational commitment on organizational citizenship behaviour, the effect of work motivation on organizational citizenship behaviour, and the effect of organizational commitment and work motivation simultaneously on organizational citizenship behaviour.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

The term organizational citizenship behaviour is known as a person's contribution that exceeds the demands of the role in which he is employed. This behaviour usually involves voluntary behaviour in carrying out extra tasks, helping others, and obeying organizational rules and procedures (Titisari, 2014). According to Organ et al.,(2006), the definition of organizational citizenship behaviour is an attitude that describes personal options and initiatives, not tied to the organization's official reward system, but generally adds to the effectiveness of the organization. Furthermore, Sharma (2019) argues that organizational citizenship behaviour is an employee's extra effort outside the scope of his work to help colleagues and the organization. This is also as stated by Colquitt et al., (2019) who state that organizational citizenship behaviour is an employee activity that is carried out voluntarily which is directly appreciated or not appreciated but can contribute to and

Table 1. Pre-Research Factors Affecting OCB

OCB Factors	Number of Employees	Percentage
Work Motivation	17	48.6%
Job Satisfaction	12	34.3%
Organizational Commitment	22	62.9%
Trust in Superiors	5	14.3%
Work Discipline	9	25.7%

Source : Author (2022)

improve the quality of the organization. Putrana et al., (2016) explain that organizational citizenship behaviour is an individual who contributes beyond the work role given to him and is given

rewards that come from performance results. Another opinion about the definition of organizational citizenship behaviour was also conveyed by Utami et al., (2021) that organizational citizenship behaviour is behaviour beyond the expected expectations, which is not formal, and this behaviour can contribute both to the organization and its contents. Mangindaan & Tewal (2020) defines organizational citizen behaviour as behaviour that exceeds formal obligations (extra role) that has no direct relationship with compensation. Therefore, an employee who has high organizational citizenship behaviour will show more social behaviour which is voluntarily not paid in the form of money or certain rewards. In addition, according to Rostiawati (2020), organizational citizenship behaviour is behaviour that is voluntary to prioritize the interests of the organization and be involved in forms of cooperation and helping others who support part of social behaviour in organizations.

Therefore, no matter how small the behaviour and roles performed by employees greatly determine the direction of an organization's goals. As in today's dynamic world of work, almost every job involved involves teamwork, so flexibility is needed. Facts have shown that when an organization has employees who have good organizational citizenship behaviour, they will have better performance Based on some of the opinions above, it can be concluded that organizational citizenship behaviour is the behaviour of individual employees who voluntarily perform extra tasks outside of their roles and formal job descriptions that can improve organizational functions.

Organizational Commitment

If the individual has a high commitment to the organization, then in the individual there will be loyalty, trust, and loyalty to the place where he is employed (Ukkas & Latif, 2017). According to Yao et al., (2019) that organizational commitment is an attitude of employee loyalty to their organization and shows their concern for the progress and success of the organization. Nosratabadi et al., (2019) also argue that organizational commitment can be said as an emotional and psychological dependence of a person on his organization. In addition, Utami et al., (2021) work commitment or organizational commitment is the condition of individuals who can accept the values and goals of the organization, so that they have the desire to stay or survive because they feel are already part of the organization.

The definition of organizational commitment according to Eliyana et al., (2019) is a behaviour that describes loyalty, and a later stage where employees will show concern for the success and development of the organization. The presence of organizational commitment can be a strength for individuals to identify themselves and have a strong involvement in the organization (Grego-Planer, 2019). In other words, organizational commitment exemplifies the relationship between employees and their organizations, so that these conditions can have an impact on the mental condition of employees by giving them a choice whether or not they will maintain their membership in the organization. Organizational commitment can be felt greater if employees accept

and believe sincerely to carry out organizational values, strive to achieve organizational goals, are proud, and enjoy their existence as members of the organization. Robbins & Judge (2009) argue that organizational commitment is the level of individual employee conditions in identifying an organization, goals, and expectations to maintain membership in the organization.

Knowing how high the commitment is instilled by an employee in his organization, of course, will also determine the organization in achieving its goals. If everyone in the organization knows their rights and obligations, regardless of their respective positions, then this commitment can be achieved, because the real manifestation of achieving organizational goals comes from the combined work of all members in the organization. Based on some of the explanations above, it can be concluded that organizational commitment is a psychological condition of employees that reflects an attitude of loyalty, responsibility and earnestness in achieving organizational goals.

Work Motivation

George & Jones (2012) states that work motivation is a psychological force within a person that determines the direction of that person's behaviour in the organization, the level of effort, and his persistence in the face of obstacles. The same thing was stated by Colquitt et al.,(2009) that work motivation is defined as a set of energy forces that regulate both from within and outside an employee, initiate an effort to do work, and determine its direction, intensity and persistence. Osman et al.,(2015) state that works motivation refers to a person's

ability or desire to use his or her high personality, recognized by the achievement of organizational goals that lead to the satisfaction and needs of certain individuals. Then, Hasnain et al., (2017) argue that work motivation is the process of an employee motivating himself to work hard and be dedicated by involving all areas of his ability to achieve individual and organizational goals.

According to Arisanti et al., (2019) work motivation is a condition that can encourage and move a person's behaviour from within and outside himself, according to the skills possessed to perform tasks that can produce maximum performance, to achieve a certain goal. the importance of work motivation for a person is one of the factors that can encourage workers to act in an organization, as a regulator of forces from within and outside one's self to try and as a determinant of direction, and continuation in work.

According to Thamrin & Riyanto (2020), work motivation is a person's high willingness to carry out efforts to achieve company goals based on his ability to meet certain individual needs. In addition, Hasanah & Suriansyah (2019) also said that work motivation is a source of driving and controlling human behaviour that shows an effort that can provide encouragement to take desired actions and is oriented towards certain goals or desires.

Work motivation can be the background of a person's behaviour in the organization. If someone is motivated, of course, they will make a positive choice to do something that can give a sense of satisfaction with the desires and goals to be achieved, both individual goals and organizational goals. Therefore, if an

employee has high work motivation, they have good behaviour and performance will also increase. Based on the above explanation that has been described, it can be concluded that work motivation is a desire in an employee that encourages activities in the organization to achieve certain goals and needs.

METHODOLOGY

This study aims to determine the effect of organizational commitment and work motivation on organizational citizenship behaviour. This study uses a survey method with a descriptive approach. The population in this study were 357 employees with a research sample of 189 honorary employees of the Department of Transportation, Bogor Regency. To test the proposed hypothesis, this study uses multiple linear regression analysis techniques which are operated using the SPSS 25.0 program. Data Collection Techniques use questionnaires distributed using Google Forms. The results showed that organizational commitment and work motivation affect organizational citizenship behaviour.

RESULT AND DISCUSSION

Validity and Reliability Test

There are 17 statement items in the organizational citizenship behaviour variable with $r_{count} > r_{table} = 0.361$ so it can be said that all of the items are valid with Cronbach's Alpha organizational citizenship behaviour variable of $0.803 > 0.7$ which indicates that the organizational citizenship behaviour variable is reliable. The organizational commitment variable has 10 statement items with a value of $r_{count} > r_{table} = 0.361$ so it can be said that all of these

items are valid with Cronbach's Alpha organizational commitment variable of $0.814 > 0.7$ which indicates that the organizational commitment variable is reliable. Furthermore, the work motivation variable has 9 statement items with $r_{count} > r_{table} = 0.361$ so that all items are declared valid and Cronbach's Alpha value for the work motivation variable is $0.850 > 0,7$ which indicates the work motivation variable is reliable.

Normality test

Based on the results of the calculation of the normality test, it shows that the significance value of the organizational citizenship behaviour variable is $0.200 > 0.05$ so it can be stated that the organizational citizenship behaviour variable data is normally distributed. The significance value of the organizational commitment variable is $0.200 > 0.05$ so it can be stated that the organizational commitment variable data is normally distributed. The significance value of the work motivation variable data is $0.088 > 0.05$ so it can be stated that the work motivation variable data is normally distributed.

Linearity Test

It is known that the significance value of Deviation from Linearity for organizational commitment and organizational citizenship behaviour variables is $0.177 > 0.05$. Thus, it can be said that the variables of organizational commitment (X1) and organizational citizenship behaviour (Y) have a linear relationship.

It is known that the significance value of Deviation from Linearity for the variables of work motivation and

organizational citizenship behaviour is $0.169 > 0.05$. Thus, it can be said that the variables of work motivation (X2) and organizational citizenship behaviour (Y) have a linear relationship.

Table 2. Kolmogorov Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test					
		Komitmen Organisasi	Motivasi Kerja	Unstandardized Residual	
N		189	189	189	
Normal Parameters ^b	Mean	39,17	30,02	,0000000	
	Std. Deviation	5,637	6,652	2,92420382	
	Most Extreme Differences				
	Absolute	,048	,061	,057	
	Positive	,043	,061	,057	
	Negative	-,048	-,044	-,032	
Test Statistic		,048	,061	,057	
Asymp. Sig. (2-tailed)		,200 ^{c,d}	,088 ^c	,200 ^{c,d}	

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source : Author (2022)

Table 3. Linearity Test Results X1, Y

ANOVA Table						
		Sum of Squares	df	Mean Square	F	Sig.
OCB * Komitmen Organisasi	Between (Combined) Groups	1927,558	23	83,807	6,563	,000
	Linearity	1561,921	1	1561,921	122,323	,000
	Deviation from Linearity	365,637	22	16,620	1,302	,177
Within Groups		2106,865	165	12,769		
Total		4034,423	188			

Source : Author (2022)

Table 4. Linearity Test Results X2, Y

ANOVA Table						
		Sum of Squares	df	Mean Square	F	Sig.
OCB * Motivasi Kerja	Between (Combined) Groups	2452,647	26	94,333	9,661	,000
	Linearity	2135,841	1	2135,841	218,745	,000
	Deviation from Linearity	316,806	25	12,672	1,298	,169
Within Groups		1581,776	162	9,764		
Total		4034,423	188			

Source : Author (2022)

Multicollinearity Test

It is known that the tolerance value of the organizational commitment and work motivation variables is $0.702 > 0.1$ and the VIF value is $1.424 < 10$. So from these results, it can be concluded that the regression model does not have multicollinearity symptoms, thus fulfilling the classical multicollinearity assumption test.

Table 5. Multicollinearity Test Results

Model	Coefficients					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
1 (Constant)	52,265	1,517		34,462	,000		
Komitmen Organisasi	,263	,045	,321	5,803	,000	,702	1,424
Motivasi Kerja	,385	,038	,553	10,004	,000	,702	1,424

a. Dependent Variable: OCB

Source : Author (2022)

Heteroscedasticity Test

It is known that the output of the correlation table has a significant value for the organizational commitment variable (X1) of $0.978 > 0.05$, and the significance value for the work motivation variable (X2) is $0.749 > 0.05$. So from these results, it can be concluded that the regression model in this study did not occur heteroscedasticity symptoms.

Table 6. Heteroscedasticity Test Results

Correlations				
		Komitmen Organisasi	Motivasi Kerja	Unstandardized Residual
Spearman's rho	Komitmen Organisasi	1,000	,534**	-,002
				,978
	Sig. (2-tailed)			,000
Motivasi Kerja	Komitmen Organisasi	,534**	1,000	,023
				,749
	Sig. (2-tailed)			,000
Unstandardized Residual	Komitmen Organisasi	-,002	,023	1,000
				,978
	Sig. (2-tailed)			,749
N		189	189	189

** . Correlation is significant at the 0.01 level (2-tailed).

Source : Author (2022)

Multiple Linear Regression Test

Based on table 7, the multiple regression equation can be obtained, namely = $52.265 + 0.263X_1 + 0.385X_2$.

Table 7. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	52,265	1,517		34,462	,000		
Komitmen Organisasi	,263	,045	,321	5,803	,000	,702	1,424
Motivasi Kerja	,385	,038	,553	10,004	,000	,702	1,424

a. Dependent Variable: OCB

Source : Author (2022)

F-test

The value of the F-table is 3.04, so it is found that F-count 140.395 > F-table 3.04 means that H0 is rejected and Ha is accepted. Based on these results, it can be concluded that the variables of organizational commitment and work motivation are related simultaneously (simultaneously) with the variable of organizational citizenship behaviour.

Table 8. F-Test Results

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2426,841	2	1213,421	140,395	,000 ^b
	Residual	1607,582	186	8,643		
	Total	4034,423	188			

a. Dependent Variable: OCB
b. Predictors: (Constant), Motivasi Kerja, Komitmen Organisasi

Source : Author (2022)

T-test

Table 9 shows that the t-count value is 5.803 > and the t-table value is 1.97280. So it can be concluded that there is a partial influence between organizational commitment variables (X1) on organizational citizenship behaviour (Y). Meanwhile, for the work

motivation variable, the t-count value is 10.004 > and the t-table value is 1.97280. So it can be concluded that there is a partial influence between work motivation variables (X2) on organizational citizenship behaviour (Y).

Table 9. T-Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	52,265	1,517		34,462	,000		
Komitmen Organisasi	,263	,045	,321	5,803	,000	,702	1,424
Motivasi Kerja	,385	,038	,553	10,004	,000	,702	1,424

a. Dependent Variable: OCB

Source : Author (2022)

Coefficient of Determination Test

It is known that the value of R Square (R²) is 0.602. This means that the effect of organizational commitment and work motivation on organizational citizenship behaviour is 0.602. It can be concluded that organizational commitment and work motivation to explain the variable of organizational citizenship behaviour simultaneously is 60.2%, while the remaining 39.8% is influenced by other variables or factors not examined.

Table 10. Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,776 ^a	,602	,597	2,940

a. Predictors: (Constant), Motivasi Kerja, Komitmen Organisasi
b. Dependent Variable: OCB

Source : Author (2022)

H1: Organizational Commitment Has a Positive and Significant Effect

on Organizational Citizenship Behavior

Based on the regression coefficient value for the organizational commitment variable, it has a positive effect on OCB with a value of 0.263 and in the t-test calculation, it is found that the t-count is 5.803 which means it is greater than the t-table of 1.97280, meaning that H0 is rejected. So it can be concluded that organizational commitment has a positive and significant influence on organizational citizenship behaviour and H1 in this study was accepted. This means that the higher the organizational commitment, the more organizational citizenship behaviour will increase. On the other hand, the lower the organizational commitment, the lower the organizational citizenship behaviour will follow.

H2: Work Motivation Has a Positive and Significant Effect on Organizational Citizenship Behavior

Based on the value of the regression coefficient for the work motivation variable, it has a positive effect on OCB with a value of 0.385 and the t-test calculation found that the t-count is 10.004 which means it is greater than the t-table is 1.97280, meaning that H0 is rejected. So it can be concluded that motivation has a positive and significant influence on organizational citizenship behaviour and H2 in this study is accepted. the higher and optimal work motivation, it will affect and increase the extra role or behaviour of organizational citizenship behaviour.

H3: Organizational Commitment and Work Motivation Has a Positive

and Significant Effect on Organizational Citizenship Behavior

Based on the results of calculations on the simultaneous regression coefficient test or f test which shows the F-count value of 140.395 is greater than the F-table of 3.04, it means that H0 is rejected. So it is known that organizational commitment and work motivation simultaneously or together have a positive and significant effect on organizational citizenship behaviour and H3 in this study is accepted. The higher the organizational commitment and work motivation of an employee, the higher the organizational citizenship behaviour. If the application of good organizational commitment and proper work motivation, then organizational citizenship behaviour will increase better.

CONCLUSION

Based on the data processing that has been done, the description of the data that has been described, as well as the analysis and discussion in this study, it can be concluded that there is a positive and significant influence between organizational commitment to organizational citizenship behaviour, a positive and significant influence between work motivation on organizational citizenship behaviour and there is a simultaneous influence between organizational commitment and work motivation on organizational citizenship behaviour in honorary employees of the Bogor Regency Transportation Service. Therefore, it is recommended that employees increase their commitment to their organization by showing a sense of care, responsibility in work and extra contribution to achieving

the goals and success of the agency. In addition, employees need to improve their direction of behaviour to be more disciplined and come on time to work with the support of the agency and the initiative employees try to maintain good relations with colleagues, both between employees and employees with superiors to form employee work motivation.

Limitations

The researcher has several limitations, so this research needs to be improved together with other research. The limitations are as follows:

1. This study only examines two factors that influence organizational citizenship behaviour, namely organizational commitment and work motivation. So further researchers can add other factors that affect organizational citizenship behaviour.
2. The data collection technique in this study only used a questionnaire, where the answers given by the informant or respondent sometimes contradicted the actual situation.
3. This research was conducted during a pandemic so researchers were limited in getting access and information needed as supporting material in this research.

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