

## UNDERSTANDING THE ROLE OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR

**Vina Devi Yekti Irawan**

Faculty of Economics, Universitas Negeri Jakarta, Indonesia

Email: vinadevi25@gmail.com

**Puji Wahono**

Faculty of Economics, Universitas Negeri Jakarta, Indonesia

Email: wahono@unj.ac.id

**Maulana Amirul Adha**

Faculty of Economics, Universitas Negeri Jakarta, Indonesia

Email: maulanaamirul@unj.ac.id

### ABSTRACT

The success and effectiveness of a company really depends on the quality of the human resources the company has. The behavior expected by the company is not only working according to company standards (in role) but also behaving beyond company standards (extra role). This research aims to examine job satisfaction, organizational commitment and Organizational Citizenship Behavior (OCB), as well as to determine the influence between job satisfaction, organizational commitment and Organizational Citizenship Behavior. The research method used in this research is a quantitative method. The data obtained was primary data through survey data collection methods using proportional random sampling techniques. The population used in this research was 162 employees with a total of 115 samples calculated based on the Slovin formula. The data was processed using SPSS version 26 software by carrying out correlation tests and multiple regression analysis. The results of this research show that job satisfaction and organizational commitment have a positive and significant effect on Organizational Citizenship Behavior both partially and simultaneously.

**Keyword: Job satisfaction, Organizational commitment, Organizational citizenship behavior**

### ABSTRAK

Keberhasilan dan efektifitas suatu perusahaan sangat bergantung pada kualitas sumber daya manusia yang dimiliki oleh perusahaan tersebut. Perilaku yang diharapkan perusahaan tidak hanya bekerja sesuai dengan standar perusahaan saja (*in role*) tetapi juga berperilaku melebihi standar perusahaan (*extra role*). Penelitian ini bertujuan untuk mengkaji tentang kepuasan kerja, komitmen organisasi dan *Organizational Citizenship Behavior* (OCB), serta untuk mengetahui pengaruh antara kepuasan kerja, komitmen organisasi dan *Organizational Citizenship Behavior*. Metode penelitian yang digunakan dalam penelitian ini adalah metode kuantitatif. Data yang diperoleh berupa data primer melalui metode pengumpulan data survey dengan teknik *proportional random sampling*. Populasi yang digunakan dalam penelitian ini yaitu sebanyak 162 karyawan dengan jumlah 115 sampel yang dihitung berdasarkan rumus Slovin. Data tersebut diolah menggunakan *software* SPSS versi 26 dengan melakukan uji korelasi dan analisis regresi berganda. Hasil penelitian ini menunjukkan bahwa kepuasan kerja dan komitmen organisasi berpengaruh positif dan signifikan terhadap *Organizational Citizenship Behavior* baik secara parsial maupun simultan.

**Kata kunci: Kepuasan kerja, Komitmen organisasi, Organizational citizenship behavior**

## INTRODUCTION

Every company expects its employees to work optimally both individually and in groups. Work carried out optimally can increase productivity and will influence the company's progress. Good work criteria require employees to behave in accordance with company expectations. Organizational Citizenship Behavior (OCB) as behavior outside of formal work obligations can provide benefits for companies to increase employee loyalty (Sugianingrat et al., 2021). Employees who have a high level of OCB are not only able to do their work, but can also carry out extra tasks such as helping colleagues, providing extra services to service users, and can use their work time effectively.

Therefore, companies need employees who have OCB. Moreover, currently the increasingly rapid economic development in Indonesia is making competition between companies increasingly tight. To be able to compete with competitors, companies need to be supported by quality human resources and have OCB. The existence of OCB is very important in improving performance within the company. OCB is behavior employees who exceed their existing job descriptions determined by the company (Wijonarko, 2021). When employees implement behavior extra role will have a positive impact on efficiency and effectiveness of company performance. Additionally, it can also describe a person's added value employees at the company. To be able to improve employee OCB behavior in companies is still very difficult to do. This shows there are various problems that hinder the creation of OCB behavior. These problems can be influenced by internal and external factors. Based on the results of pre-research that has been carried out, there are factors that influence OCB in employees, namely job satisfaction and organizational commitment.

Basically, job satisfaction is something that is individual because each individual has a level different levels of satisfaction with their work (Alias et al., 2018). Feeling employees are satisfied or dissatisfied with their work influence his behavior at work. If employees have high job satisfaction it will be very support the realization of company goals. Job satisfaction within employees can occur cause problems resulting in decreased employee performance. Employees who can be said to be satisfied with the company where they work have similarities between their desires and the reality of their work and can show a positive attitude. If employees are satisfied with their work, then the employee can carry out extra role behavior for the progress of the company (Jayawardena & Kappagoda, 2020).

Organizational commitment is an effort or behavior undertaken to maintain membership in the workplace (Santoso & Madiistriyatno, 2021). Building OCB is very important in the environment work, this is supported by the commitment of each employee to advance the company. Employees who have high commitment will strive to move the company in a better direction. The commitment that a person has to the organization can encourage someone to continue working in the organization. Employees who have a commitment to the organization will try as hard as possible possible so that organizational goals can be achieved (Juharyanto et al., 2023). Employees who have a high commitment to the company will act to support the success of the organization so that it meets its goals and prioritizes the interests of the organization. Based on the explanation, it can be concluded that job satisfaction and organizational commitment are things that can create and improve Organizational Citizenship Behavior in employees. Therefore, this research aims to determine the influence of job satisfaction, organizational commitment, on Organizational Citizenship Behavior in employees.

## LITERATURE REVIEW

### Organizational Citizenship Behavior

According to Robbins in Sugianingrat et al. (2021) states that Organizational Citizenship Behavior is employee behavior outside of their formal work obligations that

supports the effective functioning of the organization. Organizational Citizenship Behavior according to Sobandi et al. (2021) revealed that Organizational Citizenship Behavior is the behavior of carrying out work outside of one's obligations. Vipraprastha et al. (2018) suggest that OCB is behavior driven by individual initiative, not related to the organization's formal compensation system, but can increase organizational effectiveness. Organizational Citizenship Behavior can be measured using five dimensions according to Ozdem in Harahap (2021) and Organ in Wijonarko (2021), include altruism, conscientiousness, courtesy, civic virtue, and sportsmanship.

### **Job Satisfaction**

Ellickson and Logsdon in Alias et al. (2018) *define* define job satisfaction as the extent to which employees like their work. Meanwhile, according to Dasmadi (2021), job satisfaction is an employee's view of how far the work they do can satisfy their needs. Further Jayawardena and Kappagoda (2020) defines job satisfaction is a combination of psychological, physiological and environmental conditions that lead a person to the actual state that employees are satisfied with their work. According to Huynh and Hua (2020) define job satisfaction is a pleasant emotional state of employees because there is an assessment of the work or work experience of others. Job satisfaction according to Tamali and Munasip (2019); Fitriyana and Khasanah (2020) can be measured using 5 (five) indicators including work it self, namely work that gives a person the opportunity to learn and gain responsibility; pay (salary or wages), namely the amount of payment a person receives which is proportional to the performance of work; promotion, namely the opportunity for someone to develop by being promoted to a higher level within the company; supervision, the ability of superiors to provide technical assistance and behavioral support for work that is the responsibility of subordinates; and coworkers (colleagues), namely someone who always interacts and supports each other during work implementation.

### **Organizational Commitment**

Mathis and Jackson in Purba et al. (2021) define organizational commitment is an employee who believes in the goals of the organization and wants to remain in the organization. According Santoso and Madiistriyatno (2021) states that organizational commitment is someone who sides with an organization and its goals, and tries to maintain its membership in the organization. Yusuf and Syarif (2018) stated that organizational commitment is the motivation within employees to act in supporting the success of the organization so that it is in line with its goals and prioritizes the interests of the organization. According to Darmawan (2020) and Ariyani and Sugiyanto (2020) organizational commitment is measured by three dimensions include affective commitment, continuance commitment, and normative commitment.

### **METHOD**

Based on the problems that have been mentioned, the description of this research will be compiled in the following research model in Figure 1. Based on Figure 1 can be formulated hypotheses in the study as follows,

H1: Job satisfaction has a positive effect on Organizational Citizenship Behavior

H2: Organizational commitment has a positive effect on Organizational Citizenship Behavior

H3: Job satisfaction and organizational commitment has a positive effect on Organizational Citizenship Behavior.

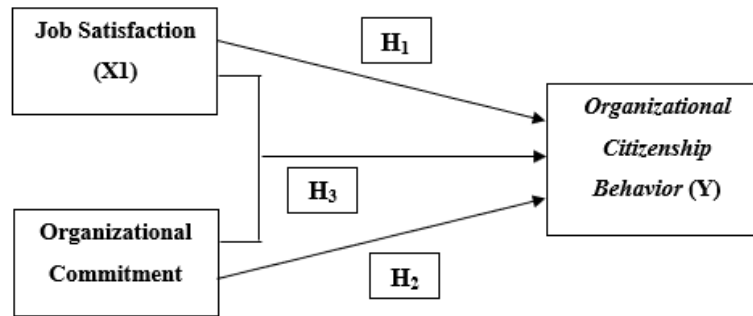


Figure 1. Research Model

Source : Data processed by Researcher (2023)

The research method used in this study is a quantitative method. The method of data collection in this study used a survey. Data management in this study used the SPSS program version 26.0. Data collection was carried out by distributing a questionnaire on a likert scale that had 5 alternative answers. The sample in this study was 115 employees. The technique used to determine the sample is proportional random sampling. Data analysis uses multiple regression techniques with the help of the SPSS program, before the regression test is carried out, the classical assumption test is first carried out.

## RESULTS AND DISCUSSION

### Normality Test

Based on the calculation of the Kolmogorov-Smirnov normality test (Table 1), it is known that the significance value of job satisfaction, organizational commitment and Organizational Citizenship Behavior is 0.200. The value of  $0.200 > 0.05$  so that it can be stated that the data of the three variables are normally distributed.

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		115
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	5.16708483
Most Extreme Differences	Absolute	.059
	Positive	.059
	Negative	-.046
Test Statistic		.059
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source : Data processed by Researcher (2023)

### Linearity Test

Based on the Table 2, it is known that the Linearity value is  $0.000 < 0.05$  and the Deviation from Linearity value is  $0.915 > 0.05$ . Thus it can be concluded that the variables of job satisfaction and Organizational Citizenship Behavior have a linear relationship.

Table 2. Linearity Test Results X1 to Y

			Sum of Squares	df	Mean Square	F	Sig.
Organizational Citizenship Behavior * Job Satisfaction	Between Groups	(Combined)	308.130	18	17.118	.593	.000
		Linearity	34.903	1	34.903	1.208	.000
		Deviation from Linearity	273.227	17	16.072	.556	.915
	Within Groups		2773.435	96	28.890		
Total			3081.565	114			

Source : Data processed by Researcher (2023)

Based on the Table 3, it is known that the Linearity value is  $0.000 < 0.05$  and the Deviation from Linearity value is  $0.241 > 0.05$ . Thus it can be concluded that the variables of organizational commitment and Organizational Citizenship Behavior have a linear relationship.

Table 3. Linearity Test Results X2 to Y

			Sum of Squares	df	Mean Square	F	Sig.
Organizational Citizenship Behavior * Organizational Commitment	Between Groups	(Combined)	560.130	18	31.118	1.185	.000
		Linearity	1.402	1	1.402	.053	.000
		Deviation from Linearity	558.728	17	32.866	1.251	.241
	Within Groups		2521.435	96	26.265		
Total			3081.565	114			

Source : Data processed by Researcher (2023)

### Multicollinearity Test

Based on the Table 4, it can be seen that the Tolerance value of the job satisfaction variable and the same organizational commitment variable is  $0.992 > 0.1$  and the VIF value is  $1,800 < 10$ . So it can be concluded that the regression model in this study does not have a multicollinearity problem.

Table 4. Multicollinearity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	50.119	6.854		7.313	.000		
	Job Satisfaction	.128	.111	-.109	2.159	.249	.992	1.800
	Organizational Commitment	.367	.111	-.031	3.324	.740	.992	1.800

a. Dependent Variable: Organizational Citizenship Behavior

Source : Data processed by Researcher (2023)

### Heteroskedasticity Test

Based on the Table 5, it can be stated that the value correlation between unstandardized residuals and the satisfaction variable job satisfaction has a significance value of  $0.934 > 0.05$ , and correlation value between unstandardized residuals and variables organizational commitment is  $0.949 > 0.05$ . Therefore, it can be concluded that there is no heteroscedasticity problem because the significance value of both variables is greater than 0.05

Table 5. Heteroskedasticity Test Results

		<b>Correlations</b>			
			Job Satisfaction	Organizational Commitment	Unstandardized Residual
Spearman's rho	Job Satisfaction	Correlation Coefficient	1.000	-.100	.008
		Sig. (2-tailed)	.	.289	.934
		N	115	115	115
	Organizational Commitment	Correlation Coefficient	-.100	1.000	-.006
		Sig. (2-tailed)	.289	.	.949
		N	115	115	115
	Unstandardized Residual	Correlation Coefficient	.008	-.006	1.000
		Sig. (2-tailed)	.934	.949	.
		N	115	115	115

Source : Data processed by Researcher (2023)

Based on the Figure 2 of the heteroscedasticity test results scatterplot below, it can be seen that the dots are spread out above and below the number 0 on the Y axis and does not form a pattern certain. Thus it can be stated that this did not happen symptoms of heteroscedasticity in this regression model, so the model the regression has met the classic heteroscedasticity assumption test.

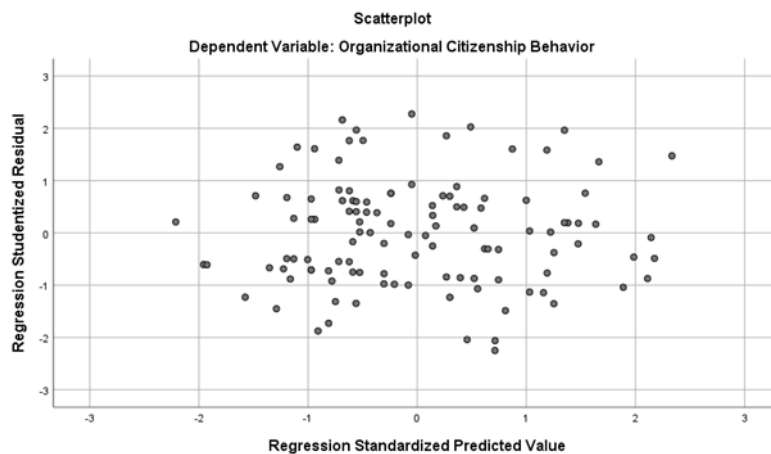


Figure 2. Scatterplot Test Results

Source : Data processed by Researcher (2023)

### Multiple Regression

Based on the Table 6, a multiple regression equation can be obtained as follows:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 50,119 + 0,128*Job\ Satisfaction + 0,367*Organizational\ Commitment$$

The constant of 50.119 shows that if job satisfaction and organizational commitment is considered constant then the value of Organizational Citizenship Behavior is 50.119. The job satisfaction coefficient value is 0.128. This value can be means if the job satisfaction variable increases by one unit, and assuming the values of other variables remain constant, then the value of job satisfaction will increase by 0.128. The organizational commitment value is 0.367.

This value can be means if the organizational commitment variable increases by one units, and it is assumed that the values of other variables are constant, then the value organizational commitment will increase by 0.367.

Table 6. Multiple Regression Test Results

		Coefficients <sup>a</sup>					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	50.119	6.854		7.313	.000		
	Job Satisfaction	.128	.111	-.109	2.159	.249	.992	1.800
	Organizational Commitment	.367	.111	-.031	3.324	.740	.992	1.800

a. Dependent Variable: Organizational Citizenship Behavior

Source : Data processed by Researcher (2023)

**F-test**

Based on the calculation results, if the df value is 113 then the  $f_{table}$  value with a significance level of 5% or 0.05 is 3.08. Based on the calculations above, the results of the f test can be described as follows job satisfaction and organizational commitment variables simultaneously has  $f_{count} > f_{table}$ , namely  $6.974 > 3.08$ . So it can be concluded that the job satisfaction variable and organizational commitment together positive and significant effect on the variable Organizational Citizenship Behavior.

Table 7. F Test Results

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.906	2	18.953	6.974	.000 <sup>b</sup>
	Residual	3043.659	112	27.176		
	Total	3081.565	114			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Organizational Commitment, Job Satisfaction

Source : Data processed by Researcher (2023)

**T-test**

Based on the calculation results, if the df value is 112 then the  $t_{table}$  value with a significance level of 5% or 0.05 is 1.981. Based on the calculations below, the t test results can be described as follows, the job satisfaction variable has  $t_{count} > t_{table}$ , namely amounting to  $2,159 > 1,981$ . So it can be stated that the job satisfaction variable has a positive and significant effect on the Organizational Citizenship Behavior variable. The organizational commitment variable has  $t_{count} > t_{table}$ , namely amounting to  $3,324 > 1,981$ . So it can be stated that the organizational commitment variable has a positive effect and significant to the Organizational Citizenship Behavior.

Table 8. T Test Results

		Coefficients <sup>a</sup>					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	50.119	6.854		7.313	.000		
	Job Satisfaction	.128	.111	-.109	2.159	.249	.992	1.800
	Organizational Commitment	.367	.111	-.031	3.324	.740	.992	1.800

a. Dependent Variable: Organizational Citizenship Behavior

Source : Data processed by Researcher (2023)

### Coefficient of Determination Analysis

Based on the Table 9, it can be seen that (R Square)  $R^2$  is 0.560 or 56%. It can be concluded that job satisfaction (X1) and organizational commitment (X2) simultaneously explain 56% while the remaining 44% is influenced by other factors not studied.

Table 9. Coefficient of Determination Analysis Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.111 <sup>a</sup>	.560	.534	5.213

a. Predictors: (Constant), Organizational Commitment, Job Satisfaction

Source : Data processed by Researcher (2023)

### Discussion

Based on the results of the t test calculation, the variable results were obtained job satisfaction has a  $t_{count} > t_{table}$  of  $2,159 > 1,981$ . From these results prove that the variables job satisfaction has a positive and significant effect on variables Organizational Citizenship Behavior, then H1 in the study This is accepted. The results showed that job satisfaction has a positive and significant influence on Organizational Citizenship Behavior for employees. The results of this research support the research results of Harahap (2021); and Jayawardena and Kappagoda (2020).

Based on the results of the t test calculation, the variable results were obtained Organizational commitment has a  $t_{count} > t_{table}$  of  $3,324 > 1,981$ . From these results prove that the commitment variable the organization has a positive and significant effect on variables Organizational Citizenship Behavior, then H2 in this study accepted. The results showed that organizational commitment has a positive and significant influence on Organizational Citizenship Behavior for employees. The results of this research support the research results of Ariyani and Sugiyanto (2020); and Viipraprastha et al. (2018).

Based on the calculation of the F test it is known that the  $F_{count}$  value  $> F_{table}$  which is  $6,974 > 3.08$ . So that conclusions can be drawn that the variable job satisfaction and organizational commitment together have a positive and significant effect on variables Organizational Citizenship Behavior, then H3 in this study accepted. The results showed that job satisfaction and organizational commitment has a positive and significant influence against Organizational Citizenship Behavior in employees. The results of this research support the research results of Jayawardena and Kappagoda (2020); and Fitriyana and Khasanah (2020).



## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the results of data analysis in research on the influence of job satisfaction and organizational commitment on Organizational Citizenship Behavior in employees, the following conclusions can be drawn, job satisfaction has a positive and significant effect on Organizational Citizenship Behavior. This means that the higher the job satisfaction an employee has, the higher the level of Organizational Citizenship Behavior applied. Organizational commitment has a positive and significant effect on Organizational Citizenship Behavior. This means that the higher the organizational commitment that employees have, the higher the level of Organizational Citizenship Behavior implemented. Job satisfaction and organizational commitment have a positive and significant effect on Organizational Citizenship Behavior. So it can be concluded that the higher the job satisfaction and organizational commitment that employees have, the higher the level of Organizational Citizenship Behavior in employees.

### Recommendation

Based on the research conclusions presented previously, there are several recommendations that can be used as reference material, and references for developing the quality of further research are as follows, future researchers are expected to conduct research in companies where employees generally work in the office and do not have many activities or work done outside the office. This is done so that the process of distributing the questionnaire can run well and the required data can be easily obtained. Future research is expected to expand the reach of research with more than one company. Further research is recommended to increase the number of respondents and other independent variables which are predicted to have an influence on Organizational Citizenship Behavior.

## REFERENCES

- Alias, N. E., Nokman, F. N., Ismail, S., Koe, W.-L., & Othman, R. (2018). The Effect of Payment, Recognition, Empowerment and Work-Life Balance on Job Satisfaction in the Malaysia's Oil and Gas Industry. *International Journal of Academic Research in Business and Social Sciences*, 8(9), 639–656. <https://doi.org/10.6007/ijarbss/v8-i9/4645>
- Ariyani, R. P. N., & Sugiyanto, E. K. (2020). Pengaruh Komitmen Afektif, Komitmen Berkelanjutan dan Komitmen Normatif Terhadap Kinerja Karyawan (Studi Perusahaan BUMN X di Semarang). *Jurnal Ilmiah Manajemen Ubhara*, 2(2), 113. <https://doi.org/10.31599/jmu.v2i2.772>
- Darmawan, D. (2020). Profesionalisme, Motivasi Berprestasi, Komitmen Organisasi Dan Pengaruhnya Terhadap Intensi Berwirausaha. *EKUITAS (Jurnal Ekonomi Dan Keuangan)*, 3(3), 344–364. <https://doi.org/10.24034/j25485024.y2019.v3.i3.4167>
- Dasmadi. (2021). *Pengaruh Budaya Organisasi, Lingkungan Kerja, Kompensasi Terhadap Kinerja Melalui Kepuasan Kerja Dan Motivasi Pegawai Studi Pada Dinas Kependudukan Dan Catatan Sipil Kabupaten Klaten*. Penerbit Lakeisha.
- Fitriyana, L., & Khasanah, N. (2020). Pengaruh Kepuasan Kerja, Self Efficacy, dan Komitmen Organisasi Terhadap Organizational Citizenship Behaviour pada PNS UPTD Unit Puskesmas Kebumen II. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi (JIMMBA)*, 2(6), 1086–1096. <https://doi.org/10.32639/jimmba.v2i6.894>
- Harahap, F. (2021). Organizational Citizenship Behavior (OCB) Guru SMK Negeri 1 Angkola Timur. *Jurnal Misi Institut Pendidikan Tapanuli Selatan (IPTS)*, 4(3), 93–101.
- Huynh, T. N., & Hua, N. T. A. (2020). The relationship between task-oriented leadership style, psychological capital, job satisfaction and organizational commitment: evidence from

- Vietnamese small and medium-sized enterprises. *Journal of Advances in Management Research*, 17(4), 583–604. <https://doi.org/10.1108/JAMR-03-2020-0036>
- Jayawardena, P. T. G. C. I., & Kappagoda, U. W. M. R. S. (2020). The Impact of Job Satisfaction and Organization Commitment on Organizational Citizenship Behavior of Public School Teachers in Anuradhapura District, Sri Lanka. *International Journal of Humanities, Social Sciences and Education*, 7(9), 69–74. <https://doi.org/10.20431/2349-0381.0709006>
- Juharyanto, J., Arifin, I., Sul-toni, S., Adha, M. A., & Qureshi, M. I. (2023). Antecedents of primary school quality: the case of remote areas schools in Indonesia. *SAGE Open*, 13(1), 1–14. <https://doi.org/10.1177/21582440221144971>
- Purba, S., Subakti, H., Cendana, W., Cecep, H., Simarmata, W. F., Tanjung, R., Harianja, J. K., Fahmi, A. I., Thahura, F., Chamidah, D., Salim, N. A., Millaries, S., Karwanto, & Avicenna, A. (2021). *Kepemimpinan dan Perilaku Organisasi Pendidikan*. Yayasan Kita Menulis.
- Santoso, I., & Madiistriyatno, H. (2021). *Metode Penelitian Kuantitatif*. Indigo Media.
- Sobandi, B., Hidayat, N., & Harijanto, S. (2021). Peningkatan Organizational Citizenship Behavior (OCB) Melalui Penguatan Iklim Organisasi Dan Adversity Quotient. *Jurnal Manajemen Pendidikan*, 9(2), 114–122. <https://doi.org/https://doi.org/10.33751/jmp.v9i2.4234>
- Sugianingrat, I. A. P. W., Yasa, N. N. K., & Sintaasih, D. K. (2021). *Peningkatan Kinerja Karyawan Melalui Employee Engagement Dan Organizational Citizenship Behavior*. Media Sains Indonesia.
- Tamali, H., & Munasip, A. (2019). Pengaruh Kompensasi, Kepemimpinan, Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 55–68. <https://doi.org/10.30596/maneggio.v2i1.3403>
- Vipraprastha, T., Sudja, I. N., & Yuesti, A. (2018). The Effect of Transformational Leadership and Organizational Commitment to Employee Performance with Citizenship Organization (OCB) Behavior as Intervening Variables (At PT Sarana Arga Gemeh Amerta in Denpasar City). *International Journal of Contemporary Research and Review*, 9(02), 20503–20518. <https://doi.org/10.15520/ijcrr/2018/9/02/435>
- Wijonarko, G. (2021). Pengaruh Kepemimpinan Transformasional Terhadap Organizational Citizenship Behaviour (OCB) Menuju Peningkatan Kinerja Karyawan. *Value : Jurnal Manajemen Dan Akuntansi*, 1(1), 27–33. <http://prosiding.unma.ac.id/index.php/semnasfkip/article/view/558>
- Yusuf, R. M., & Syarif, D. (2018). *Komitmen Organisasi*. Nas Media Pustaka.