



The effect of job satisfaction, commitment and organizational culture on the organizational citizenship behavior of employees of the regional financial agency

Ronal Regen¹, Nelpera Nelka¹, Meri Ermadewi¹, Tutik Susriania¹

¹Sekolah Tinggi Ilmu Ekonomi Keuangan Perbankan dan Pembangunan, Padang, Indonesia

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ABSTRACT

This study aims to see the effect of (1) Job satisfaction with OCB employees of the Sungai Penuh City Regional Finance Agency (2) Organizational commitment to OCB employees of the Regional Finance Agency of Sungai Penuh City (3) Organizational culture towards OCB employees of the Sungai Penuh City Regional Finance Agency (4) Job satisfaction, organizational commitment and organizational culture have a joint effect on the OCB of employees of the Sungai Penuh City Financial Agency. The population in this study is all the employees of the Sungai Penuh City Regional Finance Agency are 37 people. And the technique of determining the number of sample taken as respondents by using total sampling. The results of this study indicate that (1) Job satisfaction has a positive significant effect on the OCB of employees of the Regional Finance Agency of Sungai Penuh City (2) Organizational commitment give a positive influence on the OCB of employees of the Regional Finance Agency of Sungai Penuh City (3) Organizational culture provide a positive influence on the OCB of employees of the Regional Finance Agency of Sungai Penuh City (4) Job satisfaction, organizational commitment and organizational culture jointly have a positive effect on the OCB of employees of the Regional Finance Agency of Sungai Penuh City.



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Corresponding Author:

Nelka, N.,
Sekolah Tinggi Ilmu Ekonomi Keuangan Perbankan dan Pembangunan, Padang
Email: nelka_n54@gmail.com

Introduction

The main focus of managers in improving agency effectiveness is the behavior of human resources (HR) at work. The effectiveness of an agency can be seen from work interactions at the individual, group, and organizational systems levels that produce human output with low absenteeism, low employee turnover, minimal deviant behavior in the organization, achievement of job satisfaction, commitment to the agency and also Organizational Citizenship Behavior (OCB) (Robbins & Judge, 2015).

Gunawan's article (2011) defines OCB as individual behavior that is free (discretionary), which is not directly and explicitly rewarded by the formal reward system, and which overall encourages the effectiveness of organizational functions. It is free and voluntary, because the behavior is not stated in the job description, which is clearly required under the contract with the organization; but rather as a personal choice (Podsakoff, Gunawan 2011).

The position of the Regional Finance Agency as one of the Regional Apparatus Organizations (OPD) led by the Head of the Agency, which is a Supporting element of government affairs in the financial sector

which is the regional authority, namely as stakeholders in exploring Financial Management, Regional Revenue and Regional Asset Management in Sungai City Penuh.

Based on the Sungai Penuh City Regional Regulation Number 2 of 2016 concerning the Organization of the Sungai Penuh City Regional Apparatus, the main task of carrying out the implementation of Regional Government affairs in the Field of Revenue, Financial Management and Regional Assets which is the implementing element of the Regional Government led by the Head of the agency and responsible to the Regent . However, there are several problems related to the OCB of this Sungai Penuh City employee. The following is OCB's initial survey data at the Sungai Penuh City Regional Finance Agency:

Table 1 <Initial Survey Results of Employee OCB Variables>

No	Opinion About OCB	Alternative Answer	
		Agree	Don't agree
1	You are always involved in agency functions	8	12
2	Have you ever invited your co-workers to have lunch together and share about the obstacles or problems they faced in completing their assignments?	7	13
3	Have you ever reminded your friends not to forget to complete their assignments	5	15

Source: Results of the Initial Survey of Employees at the Regional Finance Agency of Sungai Penuh City

Based on table 1, it can be seen that the OCB in the Regional Finance Agency of Sungai Penuh City is still low, it can be seen from the results of the initial survey in research from the 3 questions asked that many answered disagree. Therefore, the needs and desires of employees as HR must also be supported by the agency so that employees can be motivated to perform well and feel satisfied with their work. Every job demands interaction with coworkers and superiors, following organizational rules and policies, meeting performance standards, accepting working conditions that are often less than ideal, etc. (Robbins and Judge 2015). So it takes the contribution of agencies in creating job satisfaction for employees so that the resulting performance is also maximal.

The term job satisfaction can be defined as a positive feeling about one's job which is the result of an evaluation of its characteristics. Job satisfaction and performance have a causal relationship. A review of 300 studies shows that the correlation is quite strong. When overall productivity and job satisfaction data were collected for agencies, it was found that agencies with more satisfied employees tended to be more effective than agencies with less satisfied employees. (Robbins and Judge, 2015).

Commitment is the ability and willingness to align personal behavior with the needs, priorities and goals of the organization. This includes ways to develop goals or meet organizational needs which essentially prioritize the organization's mission over personal interests. This definition of organizational commitment is interesting, because what is seen is a psychological state of employees to remain in the organization. Some organizations include an element of commitment as one of the requirements to hold a certain position or position in the qualification of job vacancies. It's just that many entrepreneurs and employees still do not understand the true meaning of commitment. In fact, this understanding is very important in order to create conducive working conditions so that the agency can run efficiently and effectively.

In addition to job satisfaction and commitment, the success of an organization or agency in achieving its goals can also be influenced by organizational culture. Where organizational culture is the patterns, norms, beliefs, and values that apply in an agency, these patterns, norms, beliefs and values can influence the actions or behavior of human resources or employees in an organization or agency so that it has implications for performance. employees in an organization or company. According to Schein (1992:12), organizational culture is the basic pattern accepted by the organization to act and solve problems, form employees who are able to adapt to the environment and unite members of the organization. Employees who have understood the values in an organization will make these values as the personality of the organization. These values and beliefs will be manifested into their daily behavior at work, so that it will become individual performance and each good individual performance will lead to good organizational or employee performance as well.

To see how the influence of each variable on the performance variable can be described as figure 1:

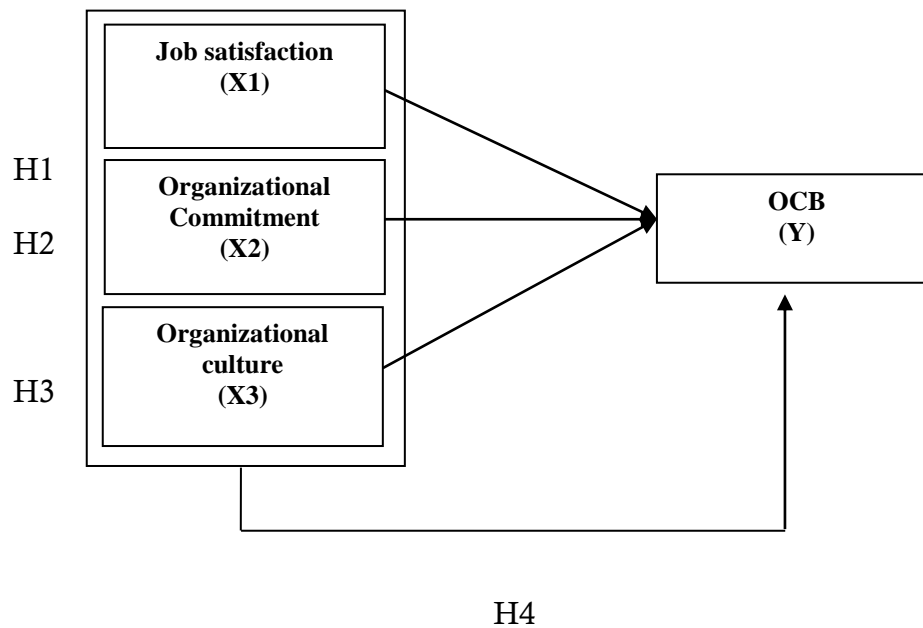


Figure 1 <Conceptual Framework>

Based on the conceptual framework as described above, job satisfaction, organizational commitment and organizational culture are elements that shape and influence OCB, then the hypothesis can be determined as follows:

1. H1: It is suspected that job satisfaction has a partial effect on OCB of employees at the Regional Finance Agency of Sungai Penuh City.
2. H2: It is suspected that work commitment partially affects the OCB of employees at the Regional Finance Agency of Sungai Penuh City.
3. H3: It is suspected that organizational culture has a partial effect on OCB of employees at the Regional Finance Agency of Sungai Penuh City.
4. H4: It is suspected that job satisfaction, organizational commitment and organizational culture have a joint effect on the OCB of employees at the Regional Finance Agency of Sungai Penuh City.

Method

Population is the total number of objects or subjects that are used as data sources in a study that have the same nature or characteristics. Thus, the population in this study were all employees in the Penuh Sungai City Regional Finance Agency totaling 37 people.

The technique in taking this sample uses a total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to (Sugiyono, 2017) the number of population that is less than 100, the entire population is used as a research sample.

Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \dots \dots \dots (1)$$

Where:

Y	= OCB
a	= Intercept Constant
X1	= Job satisfaction
X2	= Organizational Commitment
X3	= Organizational culture

b1, b2, = Regression Coefficient
e = Error Term.

Result and Discussion

Classic assumption test

Normality test

This normality test is used by the author to test the normality of the regression model. The test is carried out using the method kolmogorov-smirnov test to each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than $= 0.05$. The following results of the Variable Normality test can be seen in Table 2.

Table 2 <Normality Test Results>

		One-Sample Kolmogorov-Smirnov Test			
		OCB	Job satisfaction	Organizational commitment	Organizational culture
N		37	37	37	37
Normal Parameters	mean	42.8545	33.7091	24.0545	63.9091
	Std. Deviation	3.54557	3.38664	4.26188	3.92651
Most Extreme Differences	Absolute	.119	.152	.097	.139
	Positive	.101	.104	.082	.097
	negative	-.119	-.152	-.097	-.139
Kolmogorov-Smirnov Z		1.049	1.130	.718	1.032
asympt. Sig. (2-tailed)		.221	.155	.680	.237

a. Test distribution is Normal.

Source: SPSS output results, 2022.

From Table 2 which is a normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the OCB variable (Y) is $0.421 > 0.05$ the job satisfaction variable (X1) is $0.155 > 0.05$; organizational commitment variable (X2) is $0.680 > 0.05$; organizational culture variable (X3) is $0.237 > 0.05$. So it can be concluded that for the variables of OCB, job satisfaction, organizational commitment, and organizational culture of employees of the Regional Finance Agency of Sungai Penuh City, the distribution is normal.

Multicollinearity Test

Multicollinearity test is useful for testing whether there is a correlation between the independent variables in the regression model. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether there is a deviation in the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value is > 0.10 and the VIF value is < 10 then the data is free from multicollinearity symptoms can be seen in Table 3.

Table 3 <Multicollinearity Test Results>

		Coefficients ^a	
		Collinearity Statistics	
Model		Tolerance	VIF
1	Job satisfaction	0.882	1.134
	Organizational commitment	0.942	1.062
	Organizational culture	0.849	1.178

a. Dependent Variable: OCB

Source: SPSS output results, 2022

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another. If the variance from the residual of one observation to another observation remains, it is called a homokedastability and if different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study used the Plott Graph test (Scatter Plot). This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 2.

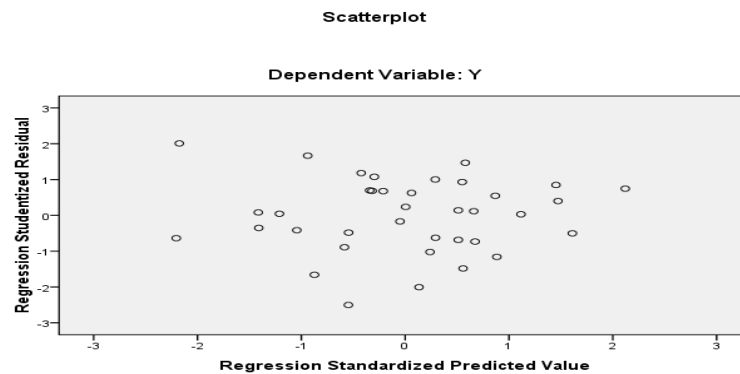


Figure 2 <Heteroscedasticity Test Results>

In Figure 1 it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. The spread of data points does not form a wavy pattern that widens then narrows and widens again. The spread of data points is also not patterned, so this shows that the data in this study does not occur heteroscedasticity.

Research Hypothesis Test

Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression was used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing tcountwith ttable and sig value with = 0.05. In detail the results of multiple regression testing can be seen in Table 4.

Table 4 <Multiple Regression Equation>

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	26,982	8,240		3.274	.002
	Job satisfaction	.509	.089	.617	5.701	.000
	Organizational commitment	.344	.095	.445	3,614	.001
	Organizational culture	.236	.089	.273	2,665	.009

a. Dependent Variable: Y

Source: SPSS Output Results (year 2022)

From table 4, the form of the regression equation model for the effect of job satisfaction, organizational commitment, organizational culture on OCB employees at the Regional Finance Agency of Sungai Penuh City is as follows:

$$Y = 26,982 + 0.509(X1) + 0.344(X2) + 0.236(X3) \dots\dots\dots (2)$$

Based on the above equation it can be explained that:

- a. From the above equation it can be seen that there is a constant value of 26,982 which means that if job satisfaction, organizational commitment, organizational culture is zero, then the value of the OCB variable is at 26,982. This means that the variables of job satisfaction, organizational commitment, organizational culture contribute to the increase in OCB of employees of the Sungai Penuh City Financial Agency.
- b. The value of the regression coefficient of job satisfaction is positive 0.509. This means that if job satisfaction increases by one unit, it will result in an increase in OCB of 0.509 unit.
- c. Organizational commitment regression coefficient value is positive, namely 0.344. This means that if organizational commitment increases by one unit, it will result in an increase in employee OCB by 0.344 unit.
- d. The value of the organizational culture regression coefficient is positive, namely 0.236. This means that if the organizational culture increases by one unit, it will result in an increase in employee OCB by 0.236 unit.

Statistical test t test and F . test (t test)

This (partial) t test is intended to determine the effect of partially (individual) job satisfaction, organizational commitment and organizational culture on employee OCB. Sungai Penuh City Regional Finance Agency. From table 4.15 it can also be done partially test (t test) each causal variable (independent) on the effect variable (bound) as follows:

Hypothesis Testing 1

The first hypothesis put forward, that Job satisfaction partially has a positive effect on employee OCB. Based on the results of the analysis of the t test, it is known that the significance level of the job satisfaction variable is $0,000 < \alpha$ of the significance value (0.05). Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive effect between job satisfaction on OCB of employees of the Sungai Penuh City Financial Agency.

Hypothesis Testing 2

The second hypothesis proposed is that organizational commitment partially has a positive effect on employee OCB. Based on the results of the analysis of the t test, it is known that the significance level of the organizational commitment variable is $0,001 < \alpha$ of the significance value (0.05). Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between organizational commitment to OCB employees of the Sungai Penuh City Financial Agency.

Hypothesis Testing 3

The third hypothesis proposed is that organizational culture partially positive effect on OCB. Based on the results of the analysis of the t test, it is known that the significance level of the organizational culture variable is $0,009 < \alpha$ of the significance value (0.05). Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant positive influence between organizational culture on OCB of employees of the Sungai Penuh City Financial Agency.

F test (simultaneous)

The F test (feasibility of the model) is intended to determine the effect of the independent variables simultaneously (together) on the dependent variable. From table 4.13, it can also be done simultaneously test (F test) of the independent variables together on the dependent variable.

Hypothesis Testing 4

Job satisfaction, organizational commitment, and organizational culture together have a positive effect on employee OCB. Based on the results of the analysis of the F test, it is known that the significance level of the variables of job satisfaction, organizational commitment, and organizational culture is $0.000 < \alpha$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence between job satisfaction, organizational commitment, and organizational culture on the OCB of employees of the Sungai Penuh City Financial Agency. As can be seen in table 5.

Table 5 <F . Test Results>

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	813,367	3	406,684	883,625	.000a
	Residual	15,188	33	.460		
	Total	828,556	36			

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Source: SPSS Output Results (year 2022)

Coefficient of Determination (Adjusted R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain the variation of the independent variable, where the value of R square used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The value of the coefficient of determination in this study was taken from the value of Adjusted R Square which can be seen in table 6.

Table 6 <R Square Test Results>

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991a	.982	.981	.67841

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: SPSS Data Processing Results (Year 2022)

Based on the analysis results Adjusted R square is 0,981 this means that 98.1% of employees' OCB is influenced by the independent variables of job satisfaction, organizational commitment and organizational culture. While the remaining 1.9% is influenced by other variables outside the model.

Discussion

The discussion of the research results is intended to explain and interpret the research results.

Influence Job Satisfaction with Organizational Behavior Citizenship (OCB) Employees of the Regional Finance Agency of Sungai Penuh City.

The results of this study indicate that job satisfaction has a significant positive effect on organizational citizenship behavior (OCB) for employees of the Sungai Penuh City Financial Agency. This indicates that job satisfaction determines organizational behavior citizenship (OCB) of employees of the Regional Finance Agency of Sungai Penuh City. This means that the better and higher the job satisfaction of employees in the agency, it will increase the employee's organizational citizenship behavior (OCB).

From the results of this study, it can be seen that the job satisfaction variable has a coefficient of 0.509 which means that job satisfaction has a greater influence than other variables. This indicates that job satisfaction can play a role in improving employee organizational behavior citizenship (OCB). If the Regional Finance Agency of Sungai Penuh City wants to improve employee organizational behavior citizenship (OCB), it must increase employee job satisfaction in the agency.

This is in line with the opinion of Robbins (2015) the term job satisfaction refers to the general attitude of an individual towards the work he does. A person with a high level of job satisfaction shows a positive attitude towards the job, while someone who is dissatisfied with his job shows a negative attitude towards the job.

The results of this study are in line with the research of Mahendra (2009) Mohammad, Farzana (2011) which shows that job satisfaction has a positive and significant effect on employee organizational citizenship behavior (OCB). (Astri, 2017) the results of his research also show that job satisfaction has a significant effect on employee organizational behavior citizenship (OCB). So it can be concluded that job satisfaction has a significant effect on the OCB of employees of the Regional Finance Agency of Sungai Penuh City.

Influence Organizational Commitment to Organizational behavior citizenship (OCB) Employees of the Regional Finance Agency of Sungai Penuh City .

The results of this study indicate that organizational commitment has a significant positive effect on organizational behavior citizenship (OCB) employees of the Regional Finance Agency of Sungai Penuh City. This indicates that the employee's organizational commitment determines the organizational behavior citizenship (OCB) of the employees of the Sungai Penuh City Financial Agency. This means that the better the organizational commitment of the employees in the agency, the better the employee's organizational citizenship behavior (OCB).

From the results of this study, it can be seen that the work organization commitment variable has a coefficient of 0.344 which means that work organization commitment has a big influence. This indicates that organizational commitment can play a role in improving employee organizational citizenship behavior (OCB). If the Regional Finance Agency of Sungai Penuh City wants to improve employee organizational behavior citizenship (OCB), it must increase the organizational commitment of employees in the agency.

This is in line with the opinion of Gibson (1997) is the identification of a sense of involvement, loyalty shown by workers to the organization or organizational unit. Commitment is shown in an attitude of acceptance, a strong belief in the values and goals of the organization, and a strong drive to maintain membership in the organization in order to achieve organizational goals. Modway, Steer, & Porter in Wahyuningsih (2017) define organizational commitment as how far the level of a worker in identifying himself in the organization and his involvement in an agency. Robbins and Judge (2015) define commitment as a condition in which an individual sided with the agency and its goals and desires to maintain its membership in the agency.

The results of this study are in line with research (Wahyuningsih (2009) Yohanas Oemar (2013) which shows that organizational commitment has an effect on employee organizational citizenship behavior (OCB). The results also show that organizational commitment has a significant effect on employee organizational citizenship behavior (OCB). it can be concluded that organizational commitment has a significant effect on the OCB of employees of the Regional Finance Agency of Sungai Penuh City.

Influence Organizational Culture on Organizational Behavior Citizenship (OCB) Employees of the Regional Finance Agency of Sungai Penuh City.

The results of this study indicate that organizational culture has a significant positive effect on organizational citizenship behavior (OCB) for employees of the Sungai Penuh City Financial Agency. This indicates that organizational culture determines the organizational behavior citizenship (OCB) of employees of the Regional Finance Agency of Sungai Penuh City. This means that the better and better the organizational culture of employees in an agency, the better the organizational behavior citizenship (OCB) of employees.

From the results of this study, it can be seen that the organizational culture variable has a coefficient of 0.236 which means that organizational culture has a great influence. This indicates that organizational culture can play a role in improving employee organizational behavior citizenship (OCB). If the Regional Finance Agency of Sungai Penuh City wants to improve employee organizational behavior citizenship (OCB), it must create a good organizational culture in the agency.

This is in line with the opinion of According to (Badriah, 2015) organizational culture is a pattern of assumptions discovered or developed by a group of people as they learn to solve problems, adapt to the external environment, and integrate with the internal environment. Andrew Brown in (Badryah, 2015), defines organizational culture as a pattern of beliefs, values, and learned ways of dealing with experiences that have been developed throughout the history of the organization which manifests in the material arrangements and behavior of organizational members.

The results of this study are in line with the research of Yohanas Oemar (2013) which shows that there is a significant negative influence between organizational culture on organizational behavior citizenship (OCB) employees. So it can be concluded that organizational culture has a significant effect on the OCB of employees of the Sungai Penuh City Regional Finance Agency.

Effect of Job Satisfaction, Organizational Commitment, Organizational Commitment on Organizational behavior citizenship (OCB) Employees of the Regional Finance Agency of Sungai Penuh City.

The results of this study indicate that job satisfaction, organizational commitment, organizational culture together have a significant influence on organizational behavior citizenship (OCB) employees of the Regional Finance Agency of Sungai Penuh City. This indicates that job satisfaction, organizational commitment, organizational culture determine organizational citizenship behavior (OCB) for employees of the

Sungai Penuh City Financial Agency. This means that job satisfaction, organizational commitment, organizational culture, it will increase employee organizational behavior citizenship (OCB).

This is in line with the research, Mahendra (2009) Farzana (2011) (Wahyuningsih (2009), Yohanas Oemar (2013) which shows that the results show that there is a significant influence between job satisfaction, organizational commitment and organizational culture on organizational behavior citizenship (OCB). So it can be concluded that the hypothesis of this study, namely job satisfaction, organizational commitment and organizational culture simultaneously have a significant effect on OCB of employees of the Regional Finance Agency of Sungai Penuh City, which has been proven.

Conclusions

Based on the results of testing and discussing the hypotheses described in the previous chapter, some conclusions can be drawn as follows: (1) Job satisfaction has a positive influence on organizational behavior citizenship (OCB) employees of the Regional Finance Agency of Sungai Penuh City. This means that employee organizational behavior citizenship (OCB) will increase if employee job satisfaction in high institutions is for employees and leaders, so that they are able to provide encouragement to employees in improving organizational behavior citizenship (OCB), so the first hypothesis (H1) is accepted, (2) Organizational commitment has a positive influence on organizational behavior citizenship (OCB) employees of the Regional Finance Agency of Sungai Penuh City. This means that employee organizational behavior citizenship (OCB) will increase if the organizational commitment is good so that it can provide morale to employees in carrying out their work. The better the organizational commitment of employees in the agency, the lower the organizational behavior citizenship (OCB) of employees in carrying out their work in the agency, thus the second hypothesis (H2) is accepted, (3) Organizational culture has a positive influence on organizational behavior citizenship (OCB) employees of the Regional Finance Agency of Sungai Penuh City. This means that organizational behavior citizenship (OCB) of employees will increase if the organizational culture of employees is high, it will increase organizational behavior citizenship (OCB) at work, thus making employees become enthusiastic in doing a good job. Thus, the third hypothesis (H3) is accepted, and (4) Job satisfaction, organizational commitment, organizational culture together have an influence on organizational behavior citizenship (OCB) employees of the Regional Finance Agency of Sungai Penuh City. From the ANOVA test, the significance probability value is 0.000. The probability of significance is less than 0.05, with a significance level of 0.000 as a result H_0 is rejected and H_a is accepted. The variables of job satisfaction, organizational commitment and organizational culture together have an effect on organizational citizenship behavior (OCB) for employees of the Sungai Penuh City Financial Agency.

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