



The influence of job satisfaction, work environment and quality of work life on organizational citizenship behavior (OCB) of employees at the office of cooperatives, small and medium enterprises

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ABSTRACT

This study aims to determine the effect of job satisfaction, work environment and quality of work life of Organizational Citizenship Behavior (OCB) employees at the Department of Cooperatives, Small and Medium Enterprises, Sungai Penuh City. This study uses a quantitative research type method, where the sampling technique uses a total sampling technique, with a total sample of 55 employees of the Department of Cooperatives, Small and Medium Enterprises in Sungai Penuh City. The analysis technique is multiple regression analysis. The results of this study are either partially or simultaneously, job satisfaction, work environment and quality of work life have a positive and significant effect on Organizational Citizenship Behavior (OCB) employees at the Department of Cooperatives, Small and Medium Enterprises, Sungai Penuh City. The magnitude of the influence is 64.4%, while the remaining factors are 35.6%. Influence by other parties not examined in this study.



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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 that has low absenteeism, low employee turnover, lack of deviant behavior in the organization, achievement of job satisfaction, has a work environment towards the agency and also Organizational Citizenship Behavior (OCB) (Robbins & Judge, 2015).

Human resources as one of the main elements of the agency is very important because the human factor plays a very important role in achieving organizational goals. Human resources not only help the organization in achieving its goals but also help determine what can actually be achieved with the available resources. HR management is currently a necessity and is no longer an option if an agency wants to develop. Institutions that have good human resources are capital so they can compete with other more advanced agencies. Competition between agencies is getting tougher, because agencies are not only faced with domestic competition, but also abroad. Facing these situations and conditions, agencies must determine management strategies and policies, especially in the field of Human Resources (HR).

Organizational Citizenship Behavior (OCB) is not yet well known, but basically employees in an agency or organization sometimes already apply Organizational Citizenship Behavior (OCB) at work. One of the strategic attitudes in the HR division is to develop Organizational Citizenship Behavior (OCB) within the organization. This Organizational Citizenship Behavior (OCB) is reflected through the behavior of helping others, volunteering for extra tasks, complying with workplace rules and procedures. This behavior illustrates the added value of employees which is one form of prosocial behavior, namely positive, constructive and helpful social behavior.

In Gunawan's article (2011) defines OCB as individual behavior that is free, 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 by contract with the organization; but rather as a personal choice (Podsakoff, Gunawan 2011).

In development and economic growth, MSMEs have an important role. Apart from being felt by developing countries, the role of SMEs is also felt by developed countries. Both in developed and developing countries, MSMEs are very important, because they can absorb the most labor force. Compared to the contribution of large businesses, the contribution of MSMEs to the formation or growth of Gross Domestic Product is greater (Tambunan, 2002). Micro, Small and Medium Enterprises (MSMEs) are prioritized for guidance from the Jambi provincial government so they can move up to a higher level of entrepreneurs so they can absorb more workers. Capital assistance through people's business credit or ultra-micro credit is one of several programs proposed (Hanapi, 2019)

Based on table 1, it can be seen that the OCB in the Service, Cooperatives of Small and Medium Enterprises in Sungai Full City is still low. Therefore, the needs and desires of employees as HR must also be supported by agencies so that employees can be motivated to perform well and feel satisfied with their work. Every job requires interaction with colleagues 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 that the agency's contribution is needed in creating job satisfaction for employees so that the resulting performance is also maximized. The following is the initial OCB survey data at the Office of Cooperatives, Small and Medium Enterprises in Sungai Penuh City:

Table 1 <Preliminary Survey of Employee OCB Variables>

No	Opinion About OCB	Alternative Answers	
		Agree	Don't agree
1	You are always involved in agency functions	7	13
2	Have you ever invited your co-workers to have lunch together and shared about the obstacles or problems they faced in completing their assignments	5	15
3	You've reminded your friends not to forget to complete their assignments	6	14

Source : Survey Results

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 data on overall productivity and job satisfaction 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).

Job satisfaction is a form of feeling and expression of a person when he is able/unable to meet expectations from the work process and performance. Arises from the process of transforming his emotions and thoughts which gives birth to attitudes or values towards something he does and gets. Let's just look at the culture of an institution. It could be found a variety of employee expressions. Some smile and laugh, some like to complain, some are friendly with fellow work partners, some like to isolate themselves, and some are even used to expressing anger or being unfriendly to the work environment. One of the factors causing all of that is the difference in the degree of job satisfaction. The higher the degree of job satisfaction, the friendlier the employee is with the work environment. In addition to job satisfaction, there are other things that become employee behavior that have a positive impact on agencies, namely the work environment.

The work environment is a very important component part when employees carry out work activities. By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on the enthusiasm or enthusiasm of employees at work. The definition of the work environment here according to Alex S. Nitisemito in Suntoyo (2015), says is everything that is around the workers and that can affect them in carrying out the tasks assigned, for example cleaning, lighting music, and others. Leaders are advised to improve the work environment with the aim of getting a higher level of job satisfaction. Furthermore, a good work environment can facilitate higher productivity.

As social beings, humans have the ability to have empathy for other people and their environment and harmonize the values they adhere to. With the values possessed by the environment to maintain and improve better social interactions. What's more, to do everything that is good for humans is not always driven by things that benefit him, for example someone wants to help others if there is a certain reward.

Based on research conducted by Delvia (2016) in his research the effect of work environment, job satisfaction and organizational culture on Organizational Citizenship Behavior (OCB) employees of the general section of the regional secretariat office of Semarang Regency stated that the results showed a positive influence on job satisfaction, work environment and work environment against OCB. As well as in Mulyani's research (2017) the influence of the work environment on Organizational Citizenship Behavior of PKU Muhammadiyah Yogyakarta Hospital employees. The results of the study show that the work environment has a positive effect on OCB. Jannatin (2012) shows that the quality of work life variable has no significant effect on employee performance variables.

Based on the above background, the authors are interested in researching "The Influence of Job Satisfaction, Work Environment and Quality of Work Life on Employee Organizational Citizenship Behavior (OCB) in the Office of Cooperatives, Small and Medium Enterprises in Sungai Penuh City".

Method

Population and sample in a study have a central role and determine research objectives (A. Muri, 2015). The population is the entire object of study which provides an accurate description of the research. According to Hamid (2014), population is the total number of objects or subjects used as data sources in a study that have the same nature or characteristics. Thus, the population in this study were all employees at the Cooperative Office of Small and Medium Enterprises in the City of Sungai Penuh consisting of 55 people.

The research sample is a limited number and part of the population that is selected and represents that population (A. Muri, 2015). Meanwhile, according to Sugiyono (2017) the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusions will be applicable to the population. However, because the sample used is the entire population, the sample in this study is the same as the population, namely all employees at the Office of Cooperatives, Small and Medium Enterprises in Sungai Penuh, totaling 55 (fifty five) people.

Testing the hypothesis in this study using multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the variables that affect the variables that are affected. With the multiple regression equation model as follows :

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \dots\dots\dots (6)$$

Where:

Y	= OCB
a	= Intercept constant
X ₁	= Job satisfaction
X ₂	= Work Environment
X ₃	= Quality of Work Life
b ₁ , b ₂ ,	= Regression Coefficient
e	= Error Term

Results and Discussions

Normality Test

The normality test was carried out through regression calculations with SPSS which were detected through two graphical approaches, namely histogram graphical analysis and normal p-plot graphical analysis which compared between two observations with a distribution close to the normal distribution. The following is an explanation of these graphs.

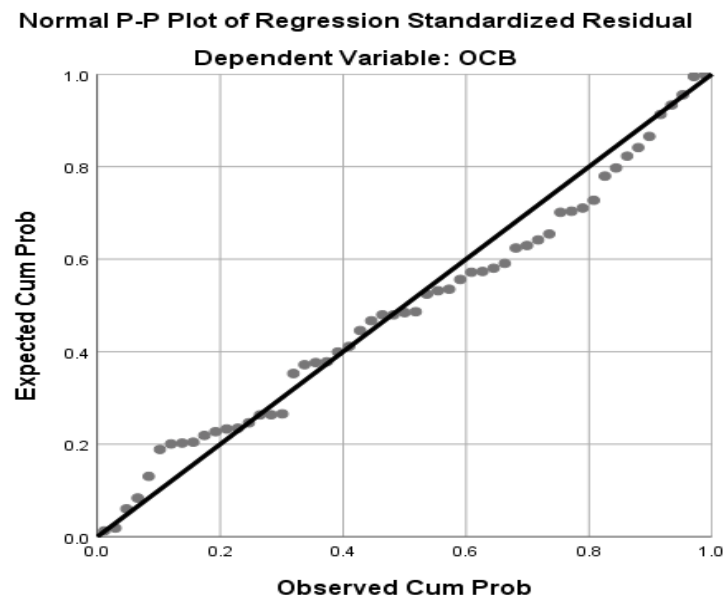


Figure 1 <Normality Test Results>

Based on the graph in Figure 1 above, it shows that the points spread around the diagonal line and follow the direction of the diagonal line. This means that the residual data is normally distributed.

Multicollinearity Test

The multicollinearity test is useful for testing whether there is a correlation between the independent variables in the regression model. A good regression model should have no correlation between independent variables.

In the table below you can see the results of the multicollinearity test by looking at the tolerance value or VIF (Variance Inflation factor) value with SPSS software version 25.

Table 2 <Multicollinearity Test Results>

Model	Coefficients^a						Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.		Tolerance	VIF
	B	Std. Error	Beta					
1 (Constant)	2.333	4.579		.509	.613			
Job satisfaction	.284	.083	.330	3.413	.001	.746	1.340	
Work Environment	.140	.092	.127	2.512	.037	.983	1.018	
Quality of Work Life	.511	.089	.560	5.746	.000	.735	1.360	

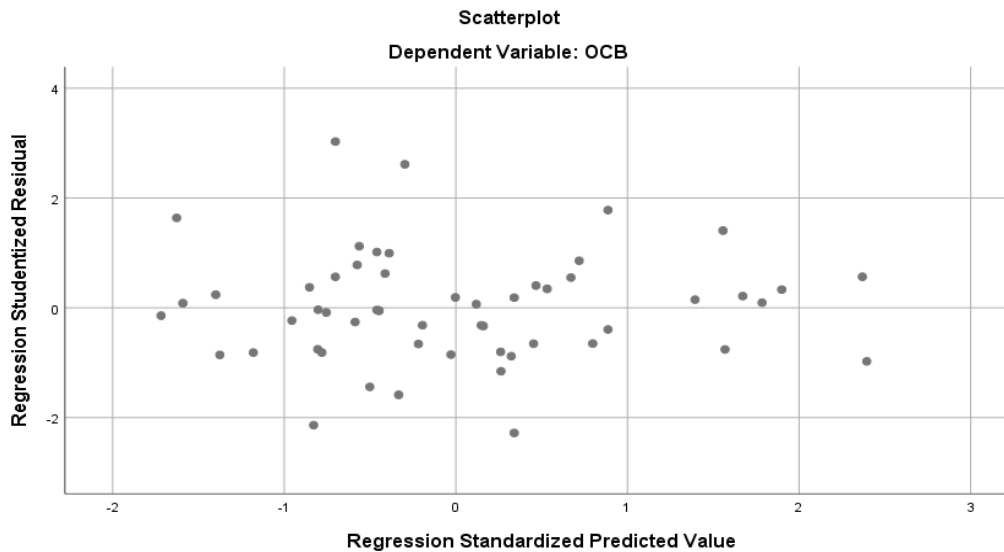
a. Dependent Variable: OCB

Source: Data processed

From table 2 above, all variables have tolerance values above 0.1 and VIF values below 10. So it can be concluded that the regression model in this study did not occur multicollinearity.

Heteroscedasticity Test

In the graph below it can be seen the results of the heteroscedasticity test which was carried out by looking at the Garfik Plot (Scatter plot) using SPSS software:



Source: Data processed

Figure 2 Heteroscedasticity Test Results

From the scatterplot graph it can be seen that the points spread randomly and are scattered both above and below the number 0 on the Y axis. This there is no heteroscedasticity problem, so that a good and ideal regression model can be fulfilled.

Research Hypothesis Test

Multiple Linear Regression Analysis

In this study to determine the magnitude of the regression coefficient whether the variables of job satisfaction, work environment, and quality of work life have a significant influence on Organizational Citizenship Behavior (OCB) of the employees of the Small and Medium Enterprises Office of Cooperatives in Sungai Full City. The regression equation obtained will then be tested on the regression coefficient of each research variable statistically, namely through the F test and T test which will be explained in the following discussion.

Multiple linear regression analysis in this study used the SPSS software application. The form of the equation is : $Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$

So based on the results of the analysis using the SPSS program, the multiple linear regression equation can be presented as follows :

Table 3 <Multiple Linear Regression Analysis>

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	2.333	4.579		.509	.613
Job satisfaction	.284	.083	.330	3.413	.001
Work Environment	.140	.092	.127	2.512	.037
Quality of Work Life	.511	.089	.560	5.746	.000

b. Dependent Variable: OCB

Source: Data processed

From table 3 above it can be described the regression equation as follows: $Y = 2,333 + 0,284 X_1 + 0,140 X_2 + 0,511 X_3$

Based on the results of the equation obtained, it can be explained the meaning and meaning of the regression coefficient for each variable of job satisfaction, work environment, and quality of life, namely as follows:

1. A constant value of 2.333 indicates that if the variables of job satisfaction, work environment, and quality of work life are considered constant, then the employee's Organizational Citizenship Behavior (OCB) is 2.333 at the Office of Small and Medium Enterprises Cooperatives in Sungai Penuh City.
2. The job satisfaction coefficient of 0.284 states that for every job satisfaction increases by 1 point, Organizational Citizenship Behavior (OCB) will increase by 0.284 points at the Small and Medium Enterprises Cooperative Service in Sungai Penuh City.
3. The work environment coefficient of 0.140 states that for every increase in the work environment by 1 point, it will increase Organizational Citizenship Behavior (OCB) by 0.140 at the Small and Medium Enterprises Cooperative Service in Sungai Penuh City.
4. The coefficient of quality of work life is 0.511 stating that every increase in the quality of life by 1 point, it will increase Organizational Citizenship Behavior (OCB) by 0.511 at the Small and Medium Enterprises Cooperative Service in Sungai Penuh City.

Regression Coefficient Test (t Test)

Hypothesis Testing 1

Test the effect of job satisfaction variables on organizational citizenship behavior (OCB) on employees of the Cooperative Office of Small and Medium Enterprises in Sungai Penuh City. From the calculation results it turns out that the hypothesis is accepted because the value of $T_{count} > T_{table}$ where $3.413 > 2.007$ and the significance value obtained is 0.001 which is smaller than the value $\alpha = 0.05$. Thus it means that partially the variable of job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB) in the employees of the Office of Cooperatives of Small and Medium Enterprises in Sungai Penuh City.

Hypothesis Testing 2

Test the effect of work environment variables on organizational citizenship behavior (OCB) on employees of the Cooperative Office of Small and Medium Enterprises in Sungai Penuh City. From the calculation results it turns out that the hypothesis is accepted because the value of $T_{count} > T_{table}$ where $2.512 > 2.007$ and the significance value obtained is 0.037 which is smaller than the value $\alpha = 0.05$. This means that partially the work environment variable has a positive and significant effect on Organizational Citizenship Behavior (OCB) in the employees of the Small and Medium Enterprises Cooperative Service Office of Sungai Penuh City.

Hypothesis Testing 3

Test the effect of the quality of work life variable on Organizational Citizenship Behavior (OCB) on employees of the Office of Cooperatives of Small and Medium Enterprises in Sungai Penuh City. From the calculation results it turns out that the hypothesis is accepted because the value of $T_{count} > T_{table}$ is $5.746 > 2.007$ and the significance value obtained is 0.000 which is smaller than the value $\alpha = 0.05$. This means that partially the quality of work life variable has a positive and significant effect on Organizational Citizenship Behavior (OCB) in the employees of the Small and Medium Enterprises Cooperative Service Office of Sungai Penuh City.

Table 4 <F Test Summary Results>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	396,634	3	132,211	30,789	,000 ^b
Residual	219,002	51	4,294		
Total	615,636	54			

a. Dependent Variable: OCB

b. Predictors: (Constant), Job satisfaction, Work Environment, Quality of Work Life

Source: Data processed

In table 4 above it is found that the value of $F = 30.789$ with a significant level ($0.000 < 0.05$). After knowing the magnitude of F_{count} , it will be compared with F_{table} , which is equal to 2.79. Then the value of $F_{count} > F_{table}$ or $30.789 > 2.79$. it can be concluded that the independent variables of job satisfaction, work environment, and quality of work life simultaneously have a positive and significant effect on Organizational Citizenship Behavior (OCB) for employees of the Cooperative Office of Small and Medium Enterprises in Sungai Penuh City.

Coefficient of Determination (Adjusted R Square)

The correlation coefficient measures the degree of closeness of the relationship between the independent variables and the dependent variable. The simultaneous determination coefficient value which is the result of squaring the correlation coefficient shows the percentage effect of the independent variable simultaneously on the dependent variable is shown in the following table:

Table 5 <Uji Determinan (R2)>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,803 ^a	,644	,623	2,072

a. Predictors: (Constant), Job Satisfaction, Work Environment, Quality Of Work Life

b. Dependent Variable: OCB

Based on table 5, it is known that the value of the correlation coefficient (R2) is 0.803 or close to 1. This means that there is a strong one-way relationship between job satisfaction, work environment, and quality of work life with Organizational Citizenship Behavior (OCB) in employees of the Small and Medium Enterprises Cooperative Service Sungai Penuh City. This means that if job satisfaction, work environment, and quality of work life are improved, then Organizational Citizenship Behavior (OCB) for employees of the Small and Medium Enterprises Cooperative Service Office of Sungai Penuh City will also increase and vice versa.

The percentage of influence of the independent variable on the dependent variable is shown by the coefficient of simultaneous determination (R square) of 0.644. This means that the rise and fall of Organizational Citizenship Behavior (OCB) in the employees of the Cooperative Office of Small and Medium Enterprises in the City of Sungai Penuh, is influenced by job satisfaction, environmental work, and quality of work life by 64.4% while the remaining 35.6% is influenced by other variables outside this study.

The Influence of Job Satisfaction on Organizational Citizenship Behavior (OCB) Employees of the Small and Medium Enterprises Cooperative Office of Sungai Penuh City.

The results of this study indicate that there is a positive and significant influence between Job Satisfaction on Organizational Citizenship Behavior (OCB) of the employees of the Small and Medium Enterprises Cooperative Service Office of Sungai Penuh City. So it can be concluded that the research hypothesis is accepted. Job satisfaction is an emotional attitude that pleases and loves his job. This attitude is reflected by work morale, discipline and work performance. Job satisfaction is enjoyed in work, outside work, and in and out of work combinations. (Hasibuan, 2010: 202).

Job satisfaction will affect OCB, because if employees work wholeheartedly and the agency does not hesitate to provide rewards or salaries according to their work, then employees will feel satisfied with what they are doing. Having good bosses and co-workers will also make employees increase their performance and will feel satisfied. If the employee is satisfied with the agency, then the employee is happy to do OCB, for example by helping another employee's unfinished work. So from this statement it can be said that the existence of job satisfaction really supports the achievement of goals or the concept of Organizational Citizenship Behavior (OCB).

The results of this study are in line with research conducted by Rully (2016) with the results of the study showing a positive and significant effect of job satisfaction on the OCB of employees in the general section of the regional secretariat office in Semarang Regency. And research conducted by Jai Prakash Sharma, Naval Bajpai and Umesh Holani (2016) with the results of research on job satisfaction has a significant effect on OCB A Comparative Study in Indian Perspective.

The Influence of the Work Environment on Organizational Citizenship Behavior (OCB) Employees of the Small and Medium Enterprises Cooperative Office of Sungai Penuh City.

The results of this study indicate that there is a positive and significant influence between the Work Environment on the Organizational Citizenship Behavior (OCB) of the employees of the Small and Medium Enterprises Cooperative Office of Sungai Penuh City. So it can be concluded that the research hypothesis is accepted. An organization with a good work environment, especially physical conditions, a communicative climate, and rules and procedures in accordance with organizational strategy can increase OCB behavior. This statement is supported by the results of direct observations of researchers in the field that environmental conditions, especially leaders and employees, can work well together to achieve

organizational goals and data related to carrying out tasks is quite supportive. In other words, when the work environment in an organization is conducive, OCB will also increase.

In theory, a comfortable work environment and making employees feel comfortable will affect psychological conditions. When viewed from a psychological perspective, the environment of an organization, both from co-workers, facilities and superiors can create a separate perception for employees so as to provide more free changes in doing their work.

The results of this study are in line with research conducted by Putry Inara in 2015 with the results of research on the work environment having a significant effect on OCB. And research conducted by Meri Delvia, in 2016 with the results of work environment research having a positive and significant effect on organizational citizenship behavior (Study at PT. PLN APP Semarang).

The Influence of Quality of Work Life on Organizational Citizenship Behavior (OCB) Employees of the Small and Medium Enterprises Cooperative Office of Sungai Penuh City.

The results of this study indicate that there is a positive and significant influence between the Quality of Life on the Organizational Citizenship Behavior (OCB) of the employees of the Small and Medium Enterprises Cooperative Service Office of Sungai Penuh City. So it can be concluded that the research hypothesis is accepted. The development of good behavior for members of the OCB organization requires the creation of Quality of Work Life. Quality of work life is a pattern of thinking about a person, work, and organization in relation to its impact on employees and organizational performance, and to include participatory ideas in the process of problem solving and organizational decision making (Anatan & Ellitan, 2007).

Employees who have a good quality of work life motivate good attitudes among OCB members, because they are more likely to speak well of being organized, willing to help others and work beyond the wishes of the organization. Cascio (2006) adds that the quality of work life is an employee's understanding of work safety, satisfaction, work-life balance, and the capability to grow and develop like humans. Furthermore, the quality of work life can increase participation as well as the share of members or employees in the organization. According to Robbins and Judge (2015), the quality of work life is the key to the good behavior of employees' OCB organizational members.

The results of this study are in line with research conducted by Mira Susanti (2014) with the results of research on the quality of work life having a significant influence on the OCB of civil servants in the context of Bappeda Kota Batam. And research conducted by Arifin (2012) with the results of research on the quality of work life affects OCB at CV Duta Senenan Jepara.

The Influence of Job Satisfaction, Work Environment, and Quality of Life on Organizational Citizenship Behavior (OCB) Employees of the Small and Medium Enterprises Cooperative Office of Sungai Penuh City.

Based on the results of the F test, it shows that the Fcount value is 30.789 with a significance of 0.000. When compared with the expected significant level of 5% or 0.05, it means that the significant Fcount is smaller than the expected significant level ($0.000 < 0.05$). Thus Job Satisfaction, Work Environment, and Quality of Life have a positive and significant effect on Organizational Citizenship Behavior (OCB) Employees of the Small and Medium Enterprises Cooperative Service Office of Sungai Penuh City. In the coefficient of determination test, the R2 value is 0.644 or 64.4%. This value indicates that the three independent variables, namely Job Satisfaction, Work Environment, and Quality of Life, affect the dependent variable Organizational Citizenship Behavior (OCB) Employees of the Office of Cooperatives of Small and Medium Enterprises in Sungai Penuh City by 64.4% while the remaining 35.6% is explained by factors other than the factors proposed in this study.

Conclusions

Based on the results of research on the effect of Job Satisfaction, Work Environment, and Quality of Life on Organizational Citizenship Behavior (OCB) Employees of the Small and Medium Enterprises Cooperative Office of Sungai Penuh City, the following conclusions are obtained:

1. Partially, the variable of job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB) for employees of the Cooperative Small and Medium Enterprises Office of Sungai Penuh City. Evidenced by the value of Tcount > Ttable where $3.413 > 2.007$ and the significance value obtained is 0.001 which is smaller than the value $\alpha = 0.05$.
2. Partially, the work environment variable has a positive and significant effect on Organizational Citizenship Behavior (OCB) in the employees of the Small and Medium Enterprises Cooperative

- Service Office in Sungai Penuh City. Evidenced by the value of $T_{count} > T_{table}$ where $2.512 > 2.007$ and the significance value obtained is 0.037 which is smaller than the value $\alpha = 0.05$.
3. Partially, the quality of life variable has a positive and significant effect on Organizational Citizenship Behavior (OCB) for employees of the Cooperative Office of Small and Medium Enterprises in Sungai Penuh City. Evidenced by the value of $T_{count} > T_{table}$ where $5.746 > 2.007$ and the significance value obtained is 0.000 which is smaller than the value $\alpha = 0.05$.
 4. Job satisfaction, work environment, and quality of life simultaneously have a positive and significant effect on Organizational Citizenship Behavior (OCB) for employees of the Small and Medium Enterprises Office of Cooperatives in Sungai Penuh City. Evidenced by the value of $F_{count} > F_{table}$ or $30.789 > 2.79$ with a significant level ($0.000 < 0.05$).
 5. The percentage of influence of the independent variables of job satisfaction, work environment, and quality of life on Organizational Citizenship Behavior (OCB) in the employees of the Small and Medium Enterprises Office of Cooperatives in Sungai Penuh City is 64.4% while the remaining 35.6% is influenced by other variables outside the research this.

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