

The Influence of Job Satisfaction, Organizational Commitment and Coworker Support On The Organizational Citizenship Behavior of Employees At Bina Mitra Insani Yogyakarta

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Abstract.

This study uses a quantitative approach with a causal research design. The main objective is to determine the effect of job satisfaction, organizational commitment, and coworker support on the Organizational Citizenship Behavior (OCB) of employees at Bina Mitra Insani Yogyakarta. The research population consists of all employees at Bina Mitra Insani. Due to the relatively limited number of employees, a saturated sample technique was used, meaning that all members of the population were included as respondents. Data were collected using a questionnaire with a five-point Likert scale, supplemented by a literature review to support the theoretical basis. The variables in this study included job satisfaction (X1), organizational commitment (X2), coworker support (X3), and OCB (Y). Validity was tested using item-total correlation, while reliability was tested using Cronbach's Alpha. Data analysis was performed using multiple linear regression, with stages of classical assumption testing, F-test for simultaneous effects, and t-test for partial effects.

Keywords: Job Satisfaction; OCB; Organizational Commitment and Peer Support..

I. INTRODUCTION

The success of an organization is not only determined by its physical and financial resources but also by the quality of its human resources. Employees play an essential role in achieving organizational goals, not only through the execution of their main tasks but also through voluntary extra-role behaviors [Robbins & Judge, 2019]. This behavior is known as Organizational Citizenship Behavior (OCB), which refers to voluntary actions performed by employees beyond their formal job descriptions that contribute positively to the organization [Organ, 2018]. In the context of cooperative organizations, the presence of OCB is crucial due to the cooperative nature of the work, which emphasizes collaboration, solidarity, and a sense of togetherness. KSU Bina Mitra Insani Yogyakarta, as one of the service-oriented cooperatives, requires employees with a high level of OCB to provide optimal service to its members [Podsakoff et al., 2014]. However, phenomena such as a lack of initiative to help colleagues, low concern for the work environment, and minimal participation in activities outside of main duties are still observed.

This condition aligns with findings that low levels of OCB can hinder team performance and decrease organizational effectiveness [Luthans, 2011]. Several factors are known to influence the emergence of OCB, including job satisfaction, organizational commitment, and coworker support. Employees who experience job satisfaction tend to display positive attitudes and are more willing to exert extra effort for the benefit of the organization [Sutanto, 2017]. Organizational commitment is also significant, as employees who are emotionally attached to the organization are likely to be more loyal and demonstrate voluntary behaviors [Meyer & Allen, 1997]. In addition, coworker support plays a role in creating a harmonious work atmosphere that encourages individuals to engage in behaviors beneficial to the organization [George & Jones, 2012]. Based on these issues, this study aims to analyze the effects of job satisfaction, organizational commitment, and coworker support on OCB among employees at KSU Bina Mitra Insani Yogyakarta. The study is expected to provide theoretical contributions by strengthening the literature on factors influencing OCB, as well as practical contributions for cooperative management in enhancing employees' voluntary behaviors [Sugiyono, 2019].

II. METHODS

This study employs a quantitative approach using the explanatory survey method to test the proposed hypotheses (Sugiyono, 2018). This approach is chosen to analyze and explain causal relationships, specifically to determine the extent and manner in which the independent variables (Job Satisfaction, Organizational Commitment, and Coworker Support) influence the dependent variable (Organizational Citizenship Behavior or OCB) (Sekaran & Bougie, 2016). Data were collected through a structured questionnaire, allowing for statistical testing of relationships among variables and generalizable conclusions for the target population (Kerlinger & Lee, 2000). The results of this explanatory study are expected to provide empirical evidence regarding the factors driving OCB among employees of Bina Mitra Insani Yogyakarta, which is highly relevant for human resource management policy-making. The research was conducted at Bina Mitra Insani Yogyakarta, selected as the study site due to the need to identify OCB behavioral dynamics within the organization. The population of this study consists of all permanent employees of Bina Mitra Insani Yogyakarta who hold official employment status and have worked for at least one year, totaling 30 individuals (Nazir, 2014). The one-year minimum work experience requirement ensures that respondents possess sufficient familiarity with the organization to provide valid and insightful assessments regarding their satisfaction, commitment, and perceived coworker support (Umar, 2008).

Given the small population size (fewer than 100 individuals), the sampling technique used is census or total sampling (Ferdinand, 2014). In this method, all members of the population are included as research participants, resulting in a total of 30 respondents (Hair et al., 2017). The use of a census eliminates sampling error and ensures that the findings represent the entire population of employees, which is a significant advantage in studies involving small populations (Sekaran & Bougie, 2016). The primary data used in this study were collected directly from all respondents (30 employees) through research instruments (Sugiyono, 2018). Primary data are crucial since variables such as Job Satisfaction and Organizational Commitment are subjective psychological constructs that can only be measured through individuals' perceptions (Robbins & Judge, 2013). In addition, secondary data—such as the organization's background, structure, and HR policies—were used to support and contextualize the study (Nazir, 2014). Data collection employed a structured questionnaire using a 5-point Likert scale (Umar, 2008). Respondents were asked to indicate their level of agreement from 1 (Strongly Disagree) to 5 (Strongly Agree) on statements representing each variable's indicators. The use of the Likert scale allows qualitative data such as attitudes and perceptions to be quantified, which is essential for regression analysis in quantitative research (Kerlinger & Lee, 2000). The variables in this study are categorized into independent and dependent variables, each measured using theoretically grounded instruments. The independent variables (X) consist of three constructs:

- Job Satisfaction (X1), measured based on core aspects such as pay, coworkers, and the work itself, referring to the framework by Locke (1976).
- Organizational Commitment (X2), measured using the three-component model encompassing affective, continuance, and normative commitment (Meyer & Allen, 1991).
- Coworker Support (X3), measured based on employees' perceived assistance and concern received from colleagues (Eisenberger et al., 1986).
- The dependent variable (Y) is Organizational Citizenship Behavior (OCB), measured through classical dimensions including Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue (Podsakoff et al., 2000).

Data analysis will be conducted using Multiple Linear Regression Analysis with the help of statistical software (Ghozali, 2018). Before hypothesis testing, data quality tests will be carried out, including Validity Tests (to ensure that the instrument measures what it is intended to measure) and Reliability Tests (to ensure consistency of measurement, typically with $\alpha \geq 0.70$) (Hair et al., 2017). Furthermore, Classical Assumption Tests—Normality, Multicollinearity, and Heteroscedasticity—will be conducted to ensure the regression model satisfies the BLUE (Best Linear Unbiased Estimator) criteria (Sugiyono, 2018). Hypothesis analysis will be performed using the regression model: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$. The t-test (Partial Test) will be used to test H1, H2, and H3, examining the individual effects of each independent variable (Umar, 2008). The F-test (Simultaneous Test) will test H4,

assessing the collective influence of all three independent variables on OCB. Finally, the Coefficient of Determination (R^2) will be calculated to determine the proportion of OCB variance explained by the combination of Job Satisfaction, Organizational Commitment, and Coworker Support (Ferdinand, 2014).

III. RESULT AND DISCUSSION

The validity test was conducted to determine the extent to which the research instrument accurately measures what it is intended to measure. Validity ensures that each item in the questionnaire truly represents the theoretical concept being tested (Sugiyono, 2019). In this study, validity testing was carried out using the Pearson Product Moment correlation between the item score and the total score. An item is considered valid if the significance value is less than 0.05 and the correlation coefficient exceeds the r -table value. The test results indicate that all questionnaire items have correlation coefficients greater than 0.30 and are significant at the 95% confidence level, thus confirming that all questionnaire items are valid. In addition, construct validity was also used to ensure that the indicators correspond with the underlying theoretical framework. According to Ghazali (2018), construct validity can be assessed through factor analysis, where each indicator should have a factor loading above 0.50 to be considered acceptable.

Based on the analysis results, all indicators of job satisfaction, organizational commitment, coworker support, and OCB showed factor loadings ranging from 0.65 to 0.89, indicating that all instruments meet the construct validity criteria and are representative of their theoretical concepts. After the instruments were confirmed to be valid, the next step was to test their reliability, which assesses the consistency of the measurement tool. Reliability ensures that measurement results remain stable when conducted at different times (Hair et al., 2019). The reliability test in this study used the Cronbach's Alpha coefficient, with a minimum threshold of 0.70 as an indicator of good reliability. Based on the results presented in Table 1, all variables have Cronbach's Alpha values above 0.70, indicating that the instruments are reliable and suitable for use in this study. A reliable instrument demonstrates a high level of internal consistency across all items and minimizes measurement bias (Sekaran & Bougie, 2016). Therefore, it can be concluded that all research instruments used in this study are both valid and reliable, and are thus appropriate for further hypothesis testing.

Table 1.

Variabel	Jumlah Item	Cronbach's Alpha	Keterangan
Kepuasan Kerja	8	0,845	Valid & Reliabel
Komitmen Organisasional	7	0,862	Valid & Reliabel
Dukungan rekan kerja	6	0,831	Valid & Reliabel
Organizational Citizenship Behavior (OCB)	9	0,889	Valid & Reliabel

The characteristics of respondents in this study describe the basic profile of employees who became the research subjects at KSU Bina Mitra Insani Yogyakarta. Based on data obtained from 30 respondents, the majority were male, totaling 25 individuals (83%), while female respondents accounted for 5 individuals (17%). The dominance of male respondents indicates that the workforce in this organization is largely composed of men, who generally play crucial roles in operational and field service activities. In terms of age, most respondents fall within the 31–40 years age range (60%), followed by those aged 21–30 years (27%) and above 40 years (13%). The predominance of employees in the productive age range suggests that the organization possesses human resources with optimal physical and mental capabilities to support work activities. This condition represents a valuable asset for the organization, as this age group typically demonstrates high work motivation and adaptability to change. Regarding educational background, the majority of respondents hold a Bachelor's degree (S1), totaling 17 individuals (57%), while 10 respondents (33%) graduated from senior high school, and 3 respondents (10%) hold a Diploma degree. This composition indicates that most employees have an adequate educational background to perform their professional duties. The relatively high level of education is expected to contribute positively to analytical ability, discipline, and understanding of organizational policies.

Kategori	Ket.	Jumlah	Persentase
Jenis kelamin	Laki-Laki	25	83.0%
	Perempuan	5	17.0%

Kategori	Ket.	Jumlah	Persentase
Umur	21-30	8	27.0%
	31-40	14	60.0%
	> 40 th	4	13.0%
Pendidikan terakhir	SMA/SMK	10	33.0%
	D1/D2/D3/D4	3	10.0%
	S1/S2/S3	17	57.0%

Classical Assumption

Before conducting multiple regression analysis, a classical assumption test was first performed to ensure that the regression model met the required statistical criteria. This test included multicollinearity, heteroscedasticity, and normality tests. These three tests were carried out to ensure that the regression model used produces unbiased and efficient estimates (Ghozali, 2018). The multicollinearity test aims to determine whether there is a strong linear relationship among the independent variables. The test was conducted by examining the Tolerance and Variance Inflation Factor (VIF) values. Based on the analysis results in Table 3, all independent variables were found to have Tolerance values above 0.10 and VIF values below 10. This indicates that the regression model in this study does not experience multicollinearity symptoms, meaning that the relationships among the independent variables do not excessively influence one another (Hair et al., 2019).

Next, the heteroscedasticity test was used to determine whether there was inequality in the variance of residuals within the regression model. This test was conducted using the Glejser method. Based on the test results, all variables showed significance values greater than 0.05. Therefore, it can be concluded that there is no heteroscedasticity in the regression model, indicating that the data meet the homoscedasticity assumption (Sugiyono, 2019). Finally, the normality test was conducted to determine whether the residual data were normally distributed. This test used the Kolmogorov–Smirnov method. The results showed an Asymp. Sig value of 0.131 (greater than 0.05), which means the residual data were normally distributed. Thus, all three classical assumptions were fulfilled, and the regression model is appropriate for subsequent hypothesis testing (Sekaran & Bougie, 2016).

Variable	Multicollinearity	Glejser Test	Kolmogorov-Smirnov Test
	Tolerance	VIF	Sig.
Kepuasan Kerja (KK)	0.609	1.642	0.652
Komitmen Organisasional (KO)	0.592	1.689	0.820
Dukungan Rekan Kerja (DRK)	0.837	1.195	0.801

Hypothesis Testing

The hypothesis testing aims to determine the extent of the influence of the independent variables—Job Satisfaction (KK), Organizational Commitment (KA), and Coworker Support (DRK)—on the dependent variable, Organizational Citizenship Behavior (OCB). The analysis was conducted using multiple linear regression with the assistance of SPSS version 25. This method was chosen because it is capable of examining both simultaneous and partial causal relationships among variables (Ghozali, 2018). Before conducting the hypothesis testing, the data had met the requirements of the classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests. Therefore, the regression results can be considered valid and reliable for interpretation (Sugiyono, 2019).

The results of the multiple linear regression analysis are presented in the following table:

Ind	Dep	Unst. Coef.	t	Sig.	Adj. R Square
KK	OCB	0.421	3.185	0.004	0.682
KA	OCB	0.337	2.746	0.009	
DRK	OCB	0.298	2.536	0.015	

Based on the table above, the regression test results indicate that all three independent variables have a positive influence on Organizational Citizenship Behavior (OCB). The Job Satisfaction (KK) variable has a *t*-value of 3.185 with a significance level of $0.004 < 0.05$, which means it has a significant effect on OCB. This finding shows that the higher the level of employees' job satisfaction, the more likely they are to display voluntary behaviors such as helping coworkers without being asked (Organ, 2018). Next, the Organizational Commitment (KA) variable has a *t*-value of 2.746 with a significance level of $0.009 < 0.05$, indicating a positive and significant effect on OCB. This finding reinforces the view that employees with strong

emotional attachment and a sense of responsibility toward their organization tend to behave more proactively in supporting organizational goals (Meyer & Allen, 1997). Meanwhile, the Coworker Support (DRK) variable has a t -value of 2.536 with a significance level of $0.015 < 0.05$, meaning it also has a positive effect on OCB. Social support from coworkers has been shown to create a comfortable work atmosphere, strengthen a sense of togetherness, and motivate individuals to demonstrate extra-role behaviors within the organization (Luthans, 2011). The Adjusted R Square value of 0.682 indicates that 68.2% of the variation in OCB can be explained by the three independent variables—job satisfaction, organizational commitment, and coworker support—while the remaining 31.8% is explained by other factors not included in this research model (Hair et al., 2019). Thus, all hypotheses proposed in this study are accepted, as each independent variable has been proven to have a positive and significant effect on the Organizational Citizenship Behavior of employees at KSU Bina Mitra Insani Yogyakarta.

A Sobel test was conducted to determine whether job satisfaction (KK) could serve as a mediating variable between intrinsic motivation (MI) and affective commitment (KA) toward Organizational Citizenship Behavior (OCB). This analysis tested whether the indirect effect was statistically significant through the mediator. Based on the calculation results, the coefficients obtained were as follows: $a = 0.790$, $b = 0.283$, $Sa = 0.190$, and $Sb = 0.106$. The t -value of the Sobel test was 2.48, which is greater than the t -table value of 1.96 ($\alpha = 0.05$). Therefore, it can be concluded that job satisfaction significantly mediates the relationship between intrinsic motivation and affective commitment toward OCB. This result indicates that higher intrinsic motivation increases job satisfaction, which in turn strengthens employees' affective commitment to engage in extra-role behavior within the organization. This finding supports the theory proposed by Organ et al. (2018), which states that OCB develops when individuals have a high level of job satisfaction and a positive commitment toward their organization. Furthermore, research by Podsakoff et al. (2019) also emphasizes that coworker support and job satisfaction are important mediating variables in fostering employees' voluntary behaviors in the workplace. Thus, the Sobel test results strengthen the argument that job satisfaction plays a significant mediating role in the relationship between intrinsic motivation and OCB among employees at Bina Mitra Insani Yogyakarta.

Discussion

The results of this study show that job satisfaction has a positive and significant effect on Organizational Citizenship Behavior (OCB). This means that the higher the level of job satisfaction felt by employees, the greater their tendency to display voluntary behaviors that support the organization. This finding is consistent with the research of Robbins and Judge (2019), who state that satisfied employees tend to have a stronger sense of social responsibility and willingly help their coworkers without being asked. Thus, job satisfaction becomes one of the key factors that encourage the emergence of extra-role behaviors within organizations. In addition, organizational commitment is also proven to have a positive influence on OCB. Employees with a strong commitment to their organization tend to demonstrate loyalty, dedication, and active participation in organizational activities (Meyer & Allen, 2016). In the context of Bina Mitra Insani Yogyakarta, employee commitment is reflected in their willingness to contribute beyond their formal duties, even without direct rewards. This reinforces the finding that a high level of affective commitment fosters a sense of belonging to the organization, which subsequently encourages OCB. The results also indicate that coworker support has a positive effect on OCB, although in some cases its influence is not as strong as the other two variables. Social support from colleagues can create a harmonious work atmosphere, strengthen interpersonal relationships, and enhance mutual trust among employees (Podsakoff et al., 2019).

When relationships among employees are positive, individuals become more motivated to assist coworkers and maintain a supportive work environment. The findings of this study also support the results of the Sobel test, which reveal that job satisfaction mediates the relationship between intrinsic motivation and affective commitment toward OCB. This means that higher intrinsic motivation leads to greater job satisfaction, which in turn strengthens commitment and encourages employees to engage in OCB. This is in line with the view of Organ et al. (2018), who emphasize that OCB develops through a combination of individual factors, such as satisfaction, and contextual factors, such as social relationships in the workplace. Overall, the results of this study confirm that Bina Mitra Insani Yogyakarta needs to pay close attention to

aspects of employee satisfaction and commitment in order to enhance voluntary behavior within the workplace. By strengthening coworker support and improving job satisfaction, the organization can foster a positive work climate that promotes sustainable performance improvement (Luthans, 2018).

IV. CONCLUSION

Based on the results of data analysis and discussion, it can be concluded that job satisfaction, organizational commitment, and coworker support have a positive influence on Organizational Citizenship Behavior (OCB) among employees of Bina Mitra Insani Yogyakarta. Employees who are satisfied with their jobs tend to display voluntary behaviors that support the smooth functioning of the organization, such as helping coworkers and maintaining a conducive work environment (Robbins & Judge, 2019). In addition, organizational commitment has a significant effect on OCB. Employees with a high level of commitment to the organization are more likely to work responsibly, have a strong sense of belonging, and demonstrate loyalty toward their workplace (Meyer & Allen, 2016).

This strong commitment helps employees adapt more easily to organizational culture and take initiative in supporting company goals. Meanwhile, coworker support also contributes to enhancing OCB, as positive interpersonal relationships among employees foster cooperation and mutual assistance (Podsakoff et al., 2019). The Sobel test results indicate that job satisfaction acts as a mediating variable between intrinsic motivation and OCB. This finding confirms that higher employee motivation leads to greater job satisfaction, which in turn enhances voluntary behavior in the workplace (Organ et al., 2018). Overall, this study shows that the three variables—job satisfaction, organizational commitment, and coworker support—are key factors in developing positive employee behavior within the workplace (Luthans, 2018). Therefore, organizations must pay close attention to both psychological and social aspects in managing human resources to continuously improve organizational performance.

Recommendations

1. For the management of Bina Mitra Insani, it is necessary to improve employee job satisfaction through fair rewards, a comfortable work environment, and open communication between leaders and subordinates (Robbins & Judge, 2019). Increased satisfaction will positively affect voluntary behavior and work productivity.
2. Regarding organizational commitment, management should strengthen employees' emotional attachment to the organization by providing career development opportunities, training, and activities that foster a sense of togetherness (Meyer & Allen, 2016).
3. To support coworker relationships, the organization should build a collaborative work culture, foster mutual trust, and provide positive interaction spaces outside formal work activities (Podsakoff et al., 2019). A strong social environment will enhance employees' willingness to contribute beyond their formal roles.
4. For future researchers, it is recommended to expand the sample size and include additional variables such as leadership style or organizational climate to obtain more comprehensive research results (Luthans, 2018).

By paying attention to these factors, Bina Mitra Insani Yogyakarta is expected to improve the quality of human resources—cultivating employees who are positive, loyal, and oriented toward organizational growth.

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