

## **The Effect of Job Satisfaction and Organizational Commitment on Employee Performance with OCB as the Intervening Variables (A Case Study on PT. Ulam Tiba Halim Distributor Company)**

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### **Abstract**

This study aims to describe and analyze the effect of job satisfaction and organizational commitment on employee performance with OCB as the intervening variable. In this study the data collection technique was questionnaire in which the respondents were selected using purposive sampling technique. Based on descriptive analysis, the results conclude that the level of job satisfaction is high, organizational commitment is high, OCB is very high, and employee performance is also very high. Job satisfaction and organizational commitment respectively have positive and significant effect on OCB. OCB has a positive and significant effect on employee performance. Job satisfaction and organizational commitment also respectively have positive and significant effect on employee performance. Job satisfaction and organizational commitment have positive and significant effect on performance with OCB as the intervening variable.

**Keywords:** job satisfaction, OCB, organizational commitment, employee performance

### **INTRODUCTION**

Employee performance is human behavior in an organization that meets the set standards of behavior to achieve the desired results. According to Mangkunagara (2012), employee performance is the result of work both in quality and quantity achieved by someone in carrying out tasks according to the responsibilities given. Employee performance is influenced by several factors including effectiveness of the balance between work and surrounding environment which includes individuals, resources, clarity of work, and feedback.

According to Organ (Hoffman, 2007), organizational citizenship behavioral (OCB) is a voluntary behavior or attitude as a form of employee satisfaction based on performance, which is carried out in prioritizing the interests of the organization and voluntary behavior is

not directly related to the formal reward system. OCB is a willingness to carry out tasks beyond the main task or willingness to do tasks outside the assigned tasks or formal roles without formal requests and rewards from the organization (Robbins, 2012).

According to Robbins (2012), high OCB is related to organizational employee performance because this will have an impact on company sustainability. In recent years, experts interesting in understanding why some organizations have better employee performance than others often look at value-based human resources as a model in explaining the sustainable competitive advantage of organizations. With the presence of OCB in a good company, it will have an impact on good sustainability in the context of employee performance (Nahaphiet and Ghoshal, 2008).

This research is important because organizational citizenship behavior is very important to support the effectiveness of organizational functions, especially in the long run (Robbins, 2012). OCB influences organizational effectiveness for several reasons. First, OCB can help to improve co-worker productivity. Second, OCB can help to improve managerial productivity. Third, OCB can improve an organization's ability to obtain and maintain reliable HR by giving the impression that the organization is a more attractive place to work. Fourth, OCB can improve the stability of an organization's employee performance. Fifth, OCBs can improve an organization's ability to adapt the changes in the environment (Hendryadi, 2013).

## **LITERATURE REVIEW**

### **Job Satisfaction**

Handoko (2012) states that satisfaction is a pleasant or unpleasant emotional state by employees in looking at their work. Job satisfaction reflects the feeling of work. This is seen in the positive attitude of employees towards work and everything that is encountered.

Job satisfaction according to Luthans (2010) is an attitude developed by employees all the time regarding various aspects of work such as wages, supervisory style, coworkers, promotions and the job itself. Job satisfaction is not something static but is a subject that can influence and modify the various strengths that are found in an individual (employee). For some people who are well educated and capable, one of the goals of work is to obtain job satisfaction. Conditions of job satisfaction will be achieved if the work can drive a strong motivation to achieve good employee performance.

To find out what indicators affect job satisfaction, according to Luthans (2010) consists of five indicators, namely:

1. Payments, such as salaries and wages. Employees want a fair wage system and promotion policy which is perceived as fair, that in line with their expectations. If wages are seen as fair based on job demands, individual skill levels, and community wage standards are likely to result in satisfaction.
2. The work itself. Employees prefer jobs that provide opportunities to use their abilities and skills, also the feedback about their ability to work well. If the employees satisfied with their job, so the level of satisfaction will increase.
3. Co-workers. Employees need social interaction. Therefore good support and co-workers will result in increased job satisfaction.
4. Job promotion. Promotion occurs when an employee moves from a job to another higher position, with organizational responsibilities and levels. When promoted employees generally face increasing demands and expertise, abilities and responsibilities. Most employees feel positive because they are promoted so as to encourage the improvement of employees' abilities and expertise.
5. Supervision (supervision). Supervision has an important role in management. Supervision relates directly to employees and influence employees in carrying out their work.

Employees generally prefer to have supervision that is fair, open and willing to work with subordinates.

## **Organizational Commitment**

### ***Definition of Organizational Commitment***

According to Gibson et.al. (2012), commitment is the identification of taste, the involvement of the loyalty shown by workers to their organizations or organizational units. Commitment is shown in the attitude of acceptance, a strong belief in the values and goals of an organization, and a strong drive to maintain membership in the organization for the achievement of organizational goals.

Mowday, Steer & Porter (2012) defines commitment as an individual's involvement in his organization. Or in other words commitment is the attitude of a employee's loyalty to an organization and it is an ongoing process.

In studying organizational commitment, it must be based on the attitudes of individuals who are members of the organization. Thus it can be understood that commitment is basically an event where individuals are very interested in the goals, values and goals of the organization where they work. A person who is committed to the organization will show his willingness to maintain his membership in the organization, be actively involved in the organization and feel part of the organization. Therefore, for an organization to develop, a strong commitment is needed that is formed from the good relations between the organization and each member of the organization.

### *Types of Commitments*

In this study, what measures the relationship between commitment types and OCB is the choice of commitment types in accordance with Allen and Meyer's (2014) opinion, namely:

1. Affective commitment includes the emotional state of employees to join, adjust, and blend directly in the organization. In other words a person becomes a member of an organization because he wants it (want to).
2. Continuance commitment includes commitments based on rewards expected by employees to remain in the organization. In other words a person becomes a member of an organization because he feels he needs it (need to).
3. Normative commitment includes the employee's feelings towards the obligation to remain in the organization. Someone becomes a member of an organization because he feels he must do something (ought to do).

### **Organizational Citizenship Behavior (OCB)**

#### *Definition of Organizational Citizenship Behavior (OCB)*

In creating an effective organization there are several tools. One such tool is the Organizational Citizenship Behavior (OCB). OCB is a unit aspect of individual behavior in a job. In other words, OCB is a willingness to carry out tasks beyond its main task or willingness to do tasks outside the assigned tasks or formal roles without formal requests and rewards from the organization (Dyne et al., 2014). The contribution of workers "above and beyond" formal job descriptions is what is called the Organizational Citizenship Behavior (Smith et al., 2013).

In-role behavior provides a difference given for rewards. Reward and give a penalty, and extra-role free from reward (Morrison, 2012). Extra-roles are not given to individuals. Individuals are not organized about what they receive.

Compared with in-role behavior that is associated with extrinsic rewards or monetary rewards, extra-role behavior is more associated with intrinsic rewards (Wright et al., 2013). Organizational Citizenship Behavior (OCB) is defined as the behavior of individuals who have the freedom to choose, which is indirectly or explicitly recognized by the reward system, and contributes to the effectiveness and efficiency of organizational functions. Organ (2010) also defines OCB as a behavior and attitude that benefits an organization that cannot be grown on the basis of formal role obligations or in the form of contracts or recompensation. Examples include helping colleagues to ease their workload, not resting a lot, carrying out unsolicited tasks, and helping others to solve problems. OCB emphasizes social contracts between individuals and others (coworkers) and between individuals and organizations that are usually compared to in-role behavior based on the "limited employee performance" required by the organization. Based on the definition of OCB above, several important points can be drawn, namely:

- a) Free, voluntary actions, not for oneself but for other parties (coworkers, groups or organizations)
- b) Not formally ordered
- c) Not recognized with formal compensation or awards

It can be concluded that Organizational Citizenship Behavior (OCB) is the contribution of workers "above and more than" formal job descriptions, which are voluntary, formally not recognized by the reward system, and contribute to the effectiveness and efficiency of organizational functions. associated with intrinsic rewards (Wright et al., 2013).

This behavior arises because of the feeling of being a "member" of the organization and feeling satisfied when it can do "something more" to the organization.

Podsakoff et al. (2011) suggested that managers tend to include aspects of OCB such as altruism, courtesy, cheerleading (assistance to colleagues to achieve higher performance) and peacekeeping (actions that avoid and resolve interpersonal conflicts as stabilizers in the organization) in one aspect, namely: aspects of helping behavior, which is related to helping others in terms of overcoming work problems or preventing problems in others. Williams and Anderson (2011) divide OCB into two categories, namely OCB-O and OCB-I. OCB-O is behavior that benefits the organization in general, for example presence at work exceeds the prevailing norms and obeys informal rules that exist to maintain order. OCB-I are behaviors that directly benefit other individuals and indirectly contribute to the organization, for example helping colleagues who do not come to work and have personal attention to other employees. The function of the organization has a range of official behavior.

Organ (2010) states that aspects of OCB such as altruism, courtesy, peacekeeping and cheerleading are included in the OCB-I category, while conscientiousness, civic virtue and sportmanship are categorized as OCB-O. Based on the opinions of the experts above, the author will measure OCB by using the aspects put forward by Organ (2010), namely: altruism, courtesy, cheerleading, peacekeeping, Conscientiousness, Civic virtue, and Sportmanship. Podsakoff et al. (2011) argued that aspects of altruism, courtesy, cheerleading, and peacekeeping can be combined into one aspect, namely: the aspect of Helping Behavior because it is related to the behavior of helping others in overcoming work problems in the organization. Referring to these arguments, OCB measurements can be made using only four aspects, namely: Helping Behavior, Civic Virtue, Sportmanship and Conscientiousness. The Helping Behavior aspect is categorized as OCB-I and aspects: Conscientiousness, Civic virtue, and Sportmanship as OCB-O.

Workers who endure long in their work usually have quite high motivation. Highly motivated workers are usually in good OCB criteria (Robbins, 2012), so an employee will have the following indicators :

1. Helpful nature

Someone who has a good OCB will like to help others even though there is no appreciation for it.

2. Sportsmanship

Individuals who are said to have a good OCB, will have a sporty nature such as not complaining when treated poorly by their colleagues and keep doing their jobs well. It could also be that the individual will sacrifice his personal desires for the sake of his work.

3. Loyalty or Loyalty

With a good OCB, a person will have a high level of loyalty, for example an individual will remain loyal to his organization even though the organization is experiencing difficult conditions.

4. Compliance with Organizations

Individuals will comply even with very strict organizational rules.

5. Individual Initiative

Individuals will have more initiative, for example someone will ask if they don't understand their work, or another example is someone will do their work and not wait to be instructed first.

6. Civic Virtue / Nationality

This dimension relates to citizenship in which the individual will be more responsive to the things that are done by the government, so he will inform about the changes that occur and inform the organization.



## 7. Self Development

Voluntary actions that can improve abilities, skills and knowledge.

### *Components of Organizational Citizenship Behavior (OCB)*

Some researchers have identified different types of OCB, but all of them are rooted in the same 5 components, namely altruism, courtesy, sportsmanship, civic virtue and conscientiousness, as Organ said (Mel Schnake & Michael Dumbler, 2013). Understanding of these components are:

- a) Altruism, refers to the behavior of helping others in work-related issues.
- b) Courtesy, refers to the behavior of preventing problems arising in others by giving warnings or information.
- c) Sportmanship, designates the extent to which a person does not protest when he does not need to or distance himself from small issues.
- d) Civic Virtue, shows the extent to which a person contributes to policies in the organization in a responsible manner.
- e) Conscientiousness, shows the extent to which a person is disciplined in his time, level of presence, and exceeds normal expectations or requirements.

Based on the components above, in this study the authors used the components stated by the Organ. This is because Organ has done research that the writer can later compare with the results of this study.

The antecedents of OCB are job satisfaction and organizational commitment: (Luthans, 2010)

- a) Job satisfaction is someone's pleasure or dislike for the results of their work in carrying out their duties. If the employee feels satisfied with the results of his work then he will carry out his duties to the maximum so that it increases OCB and vice

versa if the employee feels dissatisfied with the results of his work will decrease OCB.

- b) Organizational commitment is an employee's attitude in which the employee has the desire to engage with his organization or company and the employee is confident and comfortable with the organization where he works. The higher organizational commitment the employee will increase his OCB and conversely the lower the organizational commitment the lower his OCB will be.

### **Employee Performance**

Employee performance is a work performance, which is a comparison between work results and established standards (Dessler, 2010). Thus the performance of employees focuses on their work. According to Robbins (2012), employee performance is the accumulation of the final results of all organizational work processes and activities.

Employee performance is human behavior in an organization that meets the set standards of behavior to achieve the desired results. According to Mangkunagara (2012), employee performance is the result of work both in quality and quantity achieved by someone in carrying out tasks according to the responsibilities given. Employee performance is influenced by several factors including the effectiveness of the balance between work and the environment that is nearby and includes individuals, resources, clarity of work and feedback.

Based on the description above the employee's performance is a comparison of the work results achieved by employees with the specified standards. Employee performance according to Nawawi (2013) is the result achieved by someone both quality and quantity in accordance with the responsibilities given to him. In addition, a person's employee performance is influenced by the level of education, initiatives, work experience and employee motivation.

The results of one's work will provide feedback for those concerned to always actively do their work well and are expected to produce good quality work. Education influences the performance of one's employees because it can provide broader insights for initiatives and innovations and subsequently influences their work.

Employee performance appraisal according to Robbins (2012) understanding of the implementation of comprehensive work implementation includes:

- a. The quality of the work.
- b. Number of results or products.
- c. Knowledge of work and employee creativity in work.
- d. Dependence on producing products determined by the company based on quality standards, as well as employee efficiency in working.

Armstrong (2010) explains that employee performance appraisal is not a control or supervision activity, nor is it looking for mistakes to impose sanctions or penalties. Its activities are focused on efforts to reveal the lack of employee performance appraisal is the activity of measuring / assessing to determine an employee's success or failure in carrying out his work by using work standards as benchmarks.

The employee performance appraisal benchmarks are benchmarks of employee performance that drive the organization to achieve its objectives. The employee performance appraisal requirements and employee performance appraisal indicators are the same approach and can be reversed. Some organizations use employee performance appraisals for quantitative results, and employee performance indicators for qualitative conditions.

In the process of evaluating work implementation, benchmarks are needed to compare the ways and results of the work carried out by an employee / employee. The benchmarks are called work standards that must be made if the results of the job analysis are no longer

suitable for use, because most or all of the tasks and ways to carry them out have undergone changes or developments, as a form of work dynamics (Nawawi, 2013).

Flippo (2014) states that the assessment of subordinates by superiors is considered by many as the main ingredient of executive work. Systematic employee performance or employee performance appraisal is that the appraisal produces information that greatly assists in making and implementing decisions on issues such as promotion, salary increases, termination and transfers. In addition this assessment also stimulates and guides employee development, and produces supervisors who are better and more capable. There are several employee performance or performance appraisal systems such as: ranking, comparison between individuals, grading, grading scale, checklist, description of forced choice, rating scale based on behavior and essay.

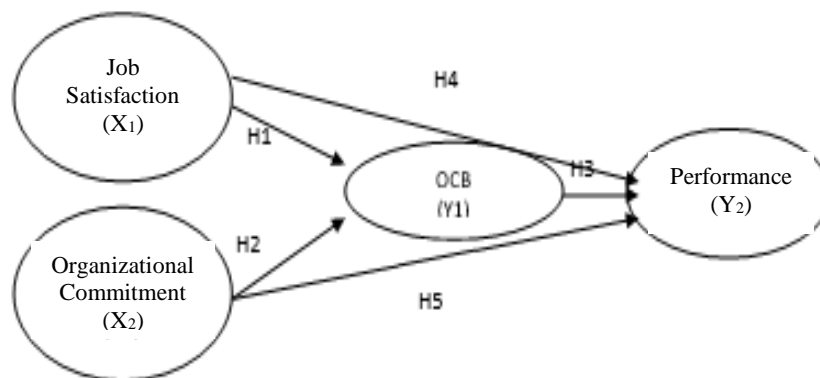
Meanwhile Robbins (2012: 218) states that employee performance as a function of the interaction of ability and motivation, if there is an inadequate employee performance that will be negatively affected, intelligence, leadership (which is classified in the ability label) must be considered in addition to motivation.

More is the opportunity for employee performance, which is defined as high levels of employee performance is partly a function of the absence of an employee's constraints, as for the obstacles that control employee performance in the form of a less supportive work environment, equipment, inadequate supply of raw materials, partners work, inadequate procedures. So according to Robin employee performance is influenced by employees:

- a) Ability (Intelligence and leadership), if the employee has intelligence and leadership in accordance with his field of work, then the employee will work well and produce good employee performance.
- b) Compensation, motivation and job satisfaction, someone will work happily and with enthusiasm if they are satisfied with the remuneration and career opportunities

provided by the company. If the compensation is getting better, then the employee's employee performance will be better.

**Research Framework**



Hypotheses:

H1: Job satisfaction affects OCB

H2: Organizational commitment influences OCB

H3: OCB influences employee performance

H4: Job satisfaction affects employee performance

H5: Organizational commitment influences employee performance

H6: Job satisfaction and organizational commitment influence employee performance with OCB as an intervening variable.

**RESEARCH METHODS**

**Population and Sample**

According to Sugiyono (2013) the population is a whole group of people, events or things to be studied. While the sample is part of the population. In this study, the population of all employees of PT Ulam Tiba Halim (Marifood Group) Semarang amounted of 52 office staff consisting of operational, HRD staff, Sales, Admin Support.

## **Data collection technique**

In this study the data collection technique was a questionnaire. Questionnaires are data collection techniques through forms containing questions submitted in writing to a person or group of people to get answers or responses and information needed by researchers (Sugiyono, 2013).

## **RESULTS AND DISCUSSION**

### **Results**

#### ***Job Satisfaction***

It is known that the average respondent for the job satisfaction variable is 5.06 and is included in the high category. This means that according to respondents in this study the organization provides better salaries than competitors, the salary is sufficient, given the responsibilities borne, given more salaries for what is done, like the boss who provides enough support to him, promotions often occur in this organization, satisfied with the level of progress, people who work with me provide enough support to him, when asking people to do certain jobs the job is finished, I enjoy working with friends here, supervision relates to employees and provides direction to employees, supervision is open and willing to cooperate with His subordinates, your work now provides an opportunity to be able to use the abilities and skills possessed, the work now provides freedom of expression, your work provides good feedback for his life.

#### ***Organizational Commitment***

It is known that the average respondent for the organizational commitment variable is 5.10 and is included in the high category. This means that according to respondents in this study they will be very happy to spend the rest of their careers in this company, boast of this

company to people and friends outside the company, really feel as if the company's problems are also their own problems, thinking I will not easily become attached to other companies like being attached to this company, feeling part of the family in this company, feeling emotionally attached to this company, this company has a very big meaning to it, having a strong sense of ownership for the company, often to move is not good, believe that someone must always be loyal to his company, changing jobs is unethical, for him loyalty is important, respondents will not feel that an offer is the right reason to leave this company, I am educated to believe in the company's loyal value, I squeeze it a better stay at a company throughout his career, he said that staying loyal to an organization is a wise move, worried about what might happen if I quit my job without having another similar job, it would be very hard for him to leave this company now, even if he wants to, many things in life will be disrupted if he decides he wants to leave this company now, it will be detrimental to leave the company at this time, still working at this company is a need as well as his desire, feeling that having little choice if he wants to leave the company this, one of the serious consequences of leaving this company is the scarcity of alternative opportunities available, one of the main reasons for continuing to work for this company is that leaving the company will require huge personal sacrifice, other companies may not be suitable with the overall benefits gained here

### ***OCB (Organizational Citizenship Behavior)***

Based on the table above it can be seen that it turns out that the average respondent for the OCB variable is 57.6 and falls into the very high category. This means that according to respondents in this study, he helped provide orientation to new employees even though it was actually not required, always helping or reaching out to people in need, ever replacing co-workers who did not go in / resting, willing to take time to help others, ever be happy to help co-workers who need help without expecting anything in return, not spend a lot of time

complaining about something trivial, not happy to exaggerate problems (which are not really big), focus on the positive side if there are mistakes in work, if the company enforces new policies and not in accordance with his opinion, will adjust and implement these policies, never complaining about the duties and policies of the company, if in the wrong job, do not throw mistakes to his friends, always keep abreast of progress in the company, do something that is less important, but it can help improve the good name of the company, do not want to take the risk to express beliefs about what is best for the company, are interested in finding important information that can benefit the company, always considering the best things for progress company in the future, by seriously following the rules and procedures, submitting reports and work plans earlier than they should, answering the telephone and responding to requests for information spontaneously (immediately), always trying to maintain the company's image, always trying to give the best contribution for the company.

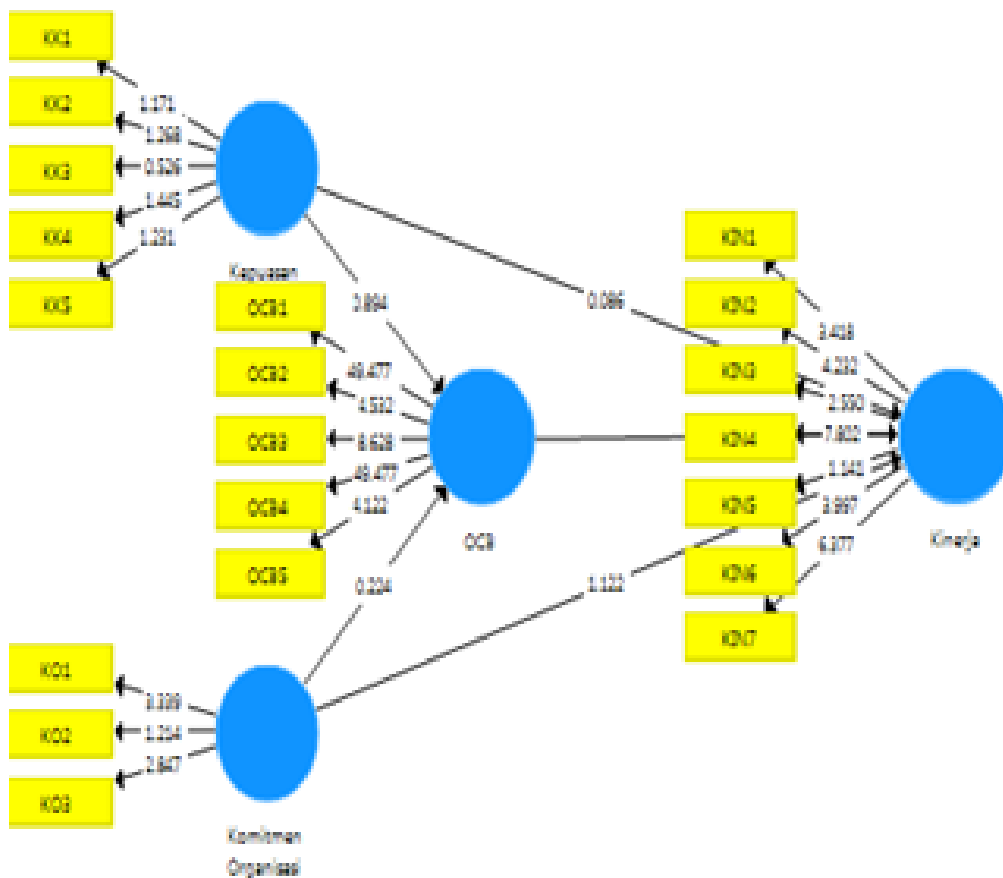
### ***Employee Performance***

Based on the above table it can be seen that it turns out that the average respondent for the performance variable is 5.60 and is included in the very high category. This means that according to respondents in this study the level of achievement of the volume of work produced in accordance with company expectations, always focus on completing work, even though there are no superiors in the company, the company set work targets with full calculations, work beyond average quality standards, do a job with full calculation, skills possessed in accordance with the work done, do a job deftly, can complete the work accurately and precisely as expected, can complete a number of jobs that are responsible, can complete the work accurately and precisely as expected, have sufficient knowledge about the duties / obligations and do it so that it approaches the company standard / instant, reliable in carrying out work procedures, looking for another when I experience a deadlock at work,



abiding by all the rules and work procedures set out in a job jaan, prioritizing jobs that are work priorities, to produce a practical job, I am proactive in finding new work procedures, can quickly adjust to any new decisions taken by the company, with the knowledge they have, are able to carry out work with good, with the knowledge they have, they can master the tasks of other departments, with their knowledge, they have more knowledge of the tasks they do, they have a broad knowledge base, they try to follow the trends and developments, they have the creativity to complete the work to achieve results better, have the initiative in carrying out tasks / jobs that are relatively new, in completing work always take the initiative without waiting for orders from the leader.

**PLS Analysis Result**



	Original Sample	Sample mean	Standar Deviation	T Statistic	P Values
Job Satisfaction → employee performance	0.146	0.072	0.154	2.946	0.045
Job Satisfaction → OCB	0.350	0.243	0.368	2.951	0.042
Organizational commitment → employee performance	0.411	0.402	0.123	3.356	0.001
Organizational commitment → OCB	0.219	0.277	0.121	2.808	0.021
OCB → employee performance	0.451	0.466	0.123	3.669	0.000
Job Satisfaction, Organizational commitment → OCB → employee performance	0.158	0.111	0.179	2.879	0.030

**Discussion**

The results of this study indicate that there is a positive and significant effect between job satisfaction on OCB which can be seen from the p-value of  $0.045 > 0.05$  so that H1 is accepted. This is in agreement with research conducted by Vannecia et al (2013) concluding that job satisfaction and job loyalty have a positive and significant effect on OCB.

The results of this study indicate that there is a positive and significant influence between organizational commitment to OCB which can be seen from the p-value of  $0.042 > 0.05$  so that H2 is accepted. This is in agreement with research conducted by Rini et al (2013) which states that organizational commitment has a positive and significant effect on OCB.

The third hypothesis obtained a significance value of  $0.000 < 0.05$  meaning that H5 was accepted. So OCB has a positive and significant effect on performance. So the higher OCB will improve the performance of the employees of PT Ulam Tiba Halim. The results of this study support the research of Kimbal et al (2015) which states that OCB has a positive and significant effect on employee performance

The p-value for the effect between positive and significant job satisfaction on performance of  $0.045$  means that H4 is accepted. So there is an influence between job satisfaction on performance. These results concur with research conducted by Vannecia et al

(2013) concluding that job satisfaction and job loyalty have a positive and significant effect on OCB. So the higher employee job satisfaction shows someone is more satisfied and this will have an impact on increasing his OCB.

The fifth hypothesis shows that the p-value of  $0.001 < 0.05$  means that H5 is accepted. So organizational commitment has a positive and significant effect on performance. So the higher organizational commitment will improve employee performance. This result is supported by research conducted by Murty and Hudiwinarsih (2012) stating that commitment has a positive and significant effect on employee performance.

The results of this study support research conducted by Kimbal et al (2015) which states that OCB has a positive and significant effect on employee performance. Vannecia et al (2013) concluded that job satisfaction and job loyalty had a positive and significant effect on OCB.

## CONCLUSION

This study aims to determine the effect of job satisfaction, organizational commitment to job satisfaction with OCB as an intervening variable. Based on the results of the analysis and discussion of the data, the authors obtain conclusions that can be drawn, namely:

- 1) Descriptive analysis can be concluded that the level of job satisfaction is included in the high category, organizational commitment is included in the high category, OCB is included in the very high category, and performance is included in the very high category.
- 2) Job satisfaction has a positive and significant effect on OCB. This means that the higher job satisfaction will increase the OCB of employees at PT Ulam Tiba Halim.
- 3) Organizational commitment has a positive and significant effect on OCB. This means that the higher organizational commitment will increase the OCB of employees at PT

Ulam Tiba Halim.

- 4) OCB has a positive and significant effect on employee performance. This means that the higher OCB will improve employee performance at PT Ulam Tiba Halim.
- 5) Job satisfaction has a positive and significant effect on performance. This means that the higher job satisfaction will affect the performance improvement of PT Ulam Tiba Halim's employees.
- 6) Organizational commitment has a positive and significant effect on performance. This means that the higher organizational commitment will affect the performance improvement of PT Ulam Tiba Halim's employees.
- 7) Job satisfaction and organizational commitment have a positive and significant effect on performance with OCB as an intervening variable.

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