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## Mediation Role of Organizational Commitment on the Influence of Job Satisfaction on OCB (Organizational Citizenship Behavior) Employees of PT Cipta Agung Manis

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### **Abstract:**

*The effect of job satisfaction on employees' Organizational Citizenship Behavior (OCB), the effect of job satisfaction on employees' organizational commitment, the effect of organizational commitment on employees' Organizational Citizenship Behavior (OCB), and mediating organizational commitment on the effect of job satisfaction on the Organizational Citizenship Behavior (OCB) of PT Cipta employees Great Sweet. This study uses a quantitative approach. The population of this study was 340 people with sampling through stratified random sampling method obtained a total sample of 180 people. Data collected through questionnaires have been tested for validity and reliability. The data analysis technique used is multiple regression and mediation calculation through path analysis and Sobel test by using SPSS software. The results of this study support all the proposed hypotheses where job satisfaction has a positive effect on Organizational Citizenship Behavior, job satisfaction has a positive effect on organizational commitment, organizational commitment has a positive effect on Organizational Citizenship Behavior and the role of organizational commitment is able to mediate the effect of job satisfaction on Organizational Citizenship Behavior. Suggestions in this study are that leaders should better approach employees of PT Cipta Agung Manis, Increased motivation in terms of giving rewards or compensation for employees is further enhanced for the achievements that have been achieved, employees see the conditions in their work by bringing up a higher sense of sportivity.*

**Keywords:** Job satisfaction, organizational commitment, and organizational citizenship behavior

### **1. Introduction**

The development of a very dynamic business world presents unique challenges for companies. With the arrangement of the business development system, it is necessary to increase the company's competitiveness and increase the effectiveness of human resource development.

Organizational performance cannot be separated from employee behavior. Katz & Kahn (1966) in Setiawan (2010) explain that there are three categories of employee behavior needed for the organization to function properly and efficiently, namely, (a) employees are in the system, through the recruitment process, low absenteeism and turn-over; (b) the employee performs the requested role in accordance with his job description that meets the specified quality and quantity standards, (c) Demonstrates innovative and spontaneous behavior outside the defined role description to achieve the goal.

Each worker represents their own propensity to achieve the highest level of job performance. By positioning a job, that is considered aptitude and passion for employees, the job is certainly satisfying. Job satisfaction is a positive emotional state resulting from the assessment of one's work experience (Fattah & Husein, 2017). Organizations that have succeeded in achieving their goals are one of them because the organization is able to fulfill the job satisfaction of its employees (Dharma & Surya, 2005). It is able to describe a positive or pleasant emotional state from the results of one's work experience (Van Scotter, 2000). The existence of job satisfaction in employees is able to have a positive impact on the work of each employee.

*Organizational Citizenship Behavior (OCB)* is a term expressed by Organ and Bateman (1983), Robbin (2008) Organizational Citizenship Behavior (OCB) emphasizes cooperative behavior and mutual help that is beyond formal requirements. With the existence of extra individual behavior that is not directly or explicitly recognized in the formal

work system and in the aggregate it is able to increase the effectiveness of organizational functions (Turnipseed, 2005). Along with job satisfaction, organizational commitment is often a precursor to Organizational Citizenship Behavior (OCB) (Ngunia & Sleepers, 2006). Employees, who are committed, are more likely to engage in behaviors to increase their value to support the organization (Zeinabadi, 2010). An employee, who has a commitment, will remain with his organization in pleasant conditions or not that occurs within the organization itself (Handaru, 2017).

PT Cipta Agung Manis is a company engaged in the tapioca industry. The company is located in Andoolo District, South Konawe Regency, Southeast Sulawesi. Employees, who have a strong commitment, will remain consistent with the organization. The strong commitment of employees determines the behavior of these employees in the company (Nasution, 2017). There are factors that influence employees to feel satisfied at work as stated by Luthans (2006): the work itself, support from leaders, wages, promotions, and mutual support from co-workers. Employees, who have a high level of satisfaction, will always have a lot of time for their organization. However, there is pre-survey data on 20 employees in November 2021 which describes the level of job satisfaction dimensions through the table below:

NO	Job Satisfaction Indicators	Scale					Amount	Average
		1STS	2TS	3N	4S	5SS		
1.	Satisfied with working conditions	0	0	11	8	1	70	3.5
2	Number of jobs according to Salary	2	10	3	1	1	34	1.7
3	Satisfied with the opportunity for employee promotion	0	5	10	5	0	60	3.0
4	Satisfied with the way superiors handle their subordinates (employees)	1	2	8	8	1	66	3.3
5	Satisfied with co-workers who support each other	1	9	7	3	0	52	2.6

*Table 1: Employee Pre-server Data in Terms of Job Satisfaction Dimensions of PT Cipta Agung Manis, November 2021*

Table1 is the result of a preliminary survey that only determines employee job satisfaction, then the data above is used as a measure of job satisfaction, and employee job satisfaction is shown as an index of job satisfaction. The existence of employee satisfaction with work affects the emergence of organizational civil behavior (OCB). Employees act more aggressively outside of their responsibilities. This attitude is a state of employees who have citizenship in the organization.

Similar to the research conducted by Zaenabadi (2010) that organizational engagement is closely related to job satisfaction and civic organizational behavior (OCB) is related to job satisfaction, organizational civic activity. Studies on the impact of network involvement on (OCB) have significant positive results, the variables prove each other. Although there are many studies showing that job satisfaction and organizational engagement have a significant impact on civic organizational behavior (OCB), the nature of casual relationships remains questionable, and such studies have drawn contradictory conclusions. This is due to the complex relationship between job satisfaction and organizational engagement.

## 2. Theory

### 2.1. Job Satisfaction

Robbins and Judge (2008) define job satisfaction as a form of attitude that is raised by individuals in general towards their work. It is explained that every individual, who is satisfied with his performance, will have a positive impact on the continuity of his work, while individuals, who are not satisfied with his work, will show a negative attitude towards his work. Meanwhile, according to Veithzal (2006), job satisfaction describes an individual's attitude towards his work by bringing out his emotional dimension in himself which is manifested through the desires, demands, and expectations of his work.

### 2.2. Organizational Commitment

Kreitner and Kinicki (2014) define organizational commitment as the degree to which a person knows an organization and its goals. Robbins and Judge (2016) define organizational commitment as the degree to which a person is able to identify organizational commitment as the level of an employee who deeply understands the organization in which he works, and has high expectations to remain part of his or her organization's members.

## 3. Methods

### 3.1. Research Design

The research design uses a quantitative approach by comparing events with other events or more by taking data from various sources and it is stated in the form of statistics or numbers (Sugiyono, 2013). By using this approach the research design forms a causal relationship (Cause-Effect) between several variables developed.

### 3.2. Object of Research

This research was conducted on employees of PT Cipta Agung Manis in Southeast Sulawesi with a research study on the mediating role of organizational commitment on the effect of job satisfaction on the Organizational Citizenship Behavior (OCB) of employees.

### 3.3. Population and Research Sample

Sugiyono (2013) population is a generalization consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions are drawn. In this study, the population of the total number of employees in the company PT Cipta Agung Manis in 2021 amounted to 340 people. The sample is a representative unit of the number and characteristics possessed by the population (Sugiyono, 2013). This study considers the special characteristics of respondents who are able to provide the required information. Therefore, purposive sampling technique is used in determining the sample size.

### 3.4. Variable Operational Definition

The operational definition of research variables, according to Sugiyono (2013), is an attribute or nature or value of objects or activities that have certain variations that have been determined by researchers to be studied and then drawn conclusions.

### 3.5. Research Instrument Test

Sugiyono (2013) suggests that good, valid and reliable research requires valid and reliable instruments. Valid instruments can measure what should be measured with the measuring instruments used to obtain research data and reliable research if using instruments that are used several times in research produce the same data.

### 3.6. Validity Test

According to Ghazali (2013), the validity test is used to measure the validity of a questionnaire. The questionnaire is said to be valid if the questionnaire statement is able to reveal something that will be measured by the questionnaire. In other words, the validity test can be accounted for the validity of the instrument.

### 3.7. Reliability Test

Sugiyono (2013) reliability test has the principle of how far the measurement results remain consistent if two or more measurements are made of the same symptoms using the same measuring instrument.

## 4. Results And Discussion

### 4.1. Data Instrument Quality Test

#### 4.1.1. Validity Test

A test or instrument tool shows that all statement indicators are feasible to take research data by conducting a large sample test of 180 respondents. The significance level is 5%. If the probability is  $< 0.05$  then the statement is valid. Meanwhile, if the probability value is 0.05 then the statement is not valid. The following are the results of the validity test:

Statement	Rcount	Probability (sig)	Information
X.1	0.866	0.000	Valid
X.2	0.912	0.000	Valid
X.3	0.901	0.000	Valid
X.4	0.909	0.000	Valid
X.5	0.888	0.000	Valid
X.6	0.866	0.000	Valid
X.7	0.912	0.000	Valid
X.8	0.909	0.000	Valid
X.9	0.913	0.000	Valid
X.10	0.897	0.000	Valid
X.11	0.918	0.000	Valid
X.12	0.897	0.000	Valid
X.13	0.864	0.000	Valid
X.14	0.910	0.000	Valid
X.15	0.911	0.000	Valid
X.16	0.912	0.000	Valid
X.17	0.905	0.000	Valid
X.18	0.920	0.000	Valid
X.19	0.887	0.000	Valid
X.20	0.907	0.000	Valid

Table 2: Validity Test of Job Satisfaction

The overall job satisfaction validity test is valid because it meets the criteria for R table with a level of 5% = 0.146,  $R_{count} > R_{table}$  and the probability value (sig) < 0.05.

Statement	R count	Probability (sig)	Information
Y.1	0.903	0.000	Valid
Y.2	0.913	0.000	Valid
Y.3	0.923	0.000	Valid
Y.4	0.914	0.000	Valid
Y.5	0.927	0.000	Valid
Y.6	0.924	0.000	Valid
Y.7	0.927	0.000	Valid
Y.8	0.911	0.000	Valid
Y.9	0.920	0.000	Valid
Y.10	0.934	0.000	Valid
Y.11	0.916	0.000	Valid
Y.12	0.913	0.000	Valid
Y.13	0.928	0.000	Valid
Y.14	0.909	0.000	Valid
Y.15	0.929	0.000	Valid
Y.16	0.928	0.000	Valid
Y.17	0.922	0.000	Valid
Y.18	0.921	0.000	Valid
Y.19	0.923	0.000	Valid
Y.20	0.913	0.000	Valid
Y.21	0.917	0.000	Valid
Y.22	0.917	0.000	Valid
Y.23	0.920	0.000	Valid
Y.24	0.918	0.000	Valid

Table 3: OCB Validity Test

The overall validity test of Organizational Citizenship Behavior is valid because it meets the criteria for Rtable with a level of 5% = 0.146,  $R_{count} > R_{table}$  and the probability value (sig) < 0.05.

Statement	R count	Probability (sig)	Information
Z.1	0.863	0.000	Valid
Z.2	0.887	0.000	Valid
Z.3	0.881	0.000	Valid
Z.4	0.888	0.000	Valid
Z.5	0.863	0.000	Valid
Z.6	0.861	0.000	Valid
Z.7	0.884	0.000	Valid
Z.8	0.881	0.000	Valid
Z.9	0.888	0.000	Valid
Z.10	0.858	0.000	Valid
Z.11	0.881	0.000	Valid
Z.12	0.888	0.000	Valid
Z.13	0.864	0.000	Valid
Z.14	0.863	0.000	Valid

Table 4: Organizational Commitment Validity Test

Validity test with a total of 180 respondents can be seen that all statements regarding job satisfaction, organizational commitment and Organizational Citizenship Behavior submitted to respondents employee at PT Cipta Agung Manis Southeast Sulawesi is valid because it is seen from the significant level < 0.05, so it can be concluded that all statements in the questionnaire can be said to be feasible as an instrument to measure research data.

#### 4.2. Reliability Test

In general, reliability is defined as something that can be trusted or cannot be trusted. In statistical analysis in research, reliability test serves to determine the level of consistency of a questionnaire used by researchers, so that the questionnaire can be relied upon to measure research variables. The statement variable that deserves to be used as an instrument for this research is to test a large sample of 180 respondents which can be said to be reliable if the Cronbach's Alpha value is > 0.70. The following are reliable test results:

Variable	Cronbach's Alpha	Information
Job Satisfaction	0.987	Reliable
Organizational Commitment	0.976	Reliable
Organizational Citizenship Behavior	0.992	Reliable

Table 5: Reliability Test Results

From table 5, the results of the reliability test of 180 respondents can be seen. The Cronbach's Alpha value of the variable job satisfaction is as big as 0.987, organizational commitment is as big as 0.976, and *Organizational Citizenship Behavior* is as big as 0.992. So, it can be concluded that all variables in the statement are declared reliable because they have met the required value, namely the Cronbach Alpha value > 0.70.

#### 4.3. Hypothesis Testing

##### 4.3.1. Model 1 Regression Test

The first model analyzes the effect of job satisfaction on organizational commitment partially with a simple linear regression test as follows:

Variable Test	Coefficient	R2	Sig.
Job Satisfaction with Organizational Commitment (a)	0.782	0.611	0.000

Table 6: Linear Regression of Job Satisfaction on Organizational Commitment

Table 6 has a standard value of the beta coefficient of the effect of job satisfaction on organizational commitment beta coefficient of ( $\beta$ ) 0.782 with a significance of  $p = 0.000$ , and to describe the large influence that occurs on the regression results the effect of job satisfaction on organizational commitment can be known through the results of R square of 0.611 or 61.1 percent. Meanwhile, the rest are other factors that were not taken into account in this study. In addition, it can be seen that the significance value of the job satisfaction variable on organizational commitment is 0.000, where if the significance is <0.05 then  $H_a$  is accepted and  $H_o$  is rejected, and if the significance is > 0.05 then  $H_a$  is rejected and  $H_o$  is accepted.

##### 4.3.2. Model 2 Regression Test

The following model aims to analyze the variables of organizational commitment and job satisfaction on Organizational Citizenship Behavior (OCB) either simultaneously or partially with multiple linear regression tests. The following are the results of the 2<sup>nd</sup> model regression test:

Variable Test	Coefficient	R2	Sig.
Job Satisfaction with Organizational Citizenship Behavior (c')	0.213	0.52	0.011
Organizational Commitment to Organizational Citizenship Behavior (b)	0.545	0.52	0.000

Table 7: Linear Regression of Job Satisfaction and Organizational Commitment to Organizational Citizenship Behavior (OCB)

Table 7 has a standard value of beta coefficient of the effect of job satisfaction on Organizational Citizenship Behavior beta coefficient of ( $\beta$ ) 0.213 with a significance of  $p = 0.011$ , then the results indicated that organizational commitment has a direct effect on Organizational Citizenship Behavior by having a beta coefficient value of ( $\beta$ ) 0.545 significance  $p=0.000$ .

It is known that the influence of organizational commitment and job satisfaction on Organizational Citizenship Behavior (OCB) through the adjusted R square results shows a value of 0.520. It shows that the large influence of organizational commitment and job satisfaction on Organizational Citizenship Behavior (OCB) is 52%, while the rest is contribution of other variables not included in the study.

#### 4.4. Path Coefficient Analysis

##### 4.4.1. Direct Influence

The direct effect is indicated by one arrow on the diagram and corresponds to the given hypothesis. The following is a direct influence on this research model:

Direct Influence	Coefficient	Sig.
Job satisfaction→Organizational commitment (a)	0.782	0.000
Organizational Commitment→Organizational Citizenship Behavior (OCB) (b)	0.545	0.000
Job Satisfaction→Organizational Citizenship Behavior (OCB) (c')	0.213	0.011

Table 8: Direct Effect

#### 4.5. Indirect Influence

The indirect effect of the job satisfaction variable (X) on the OCB variable (Y) through the organizational commitment variable (Z) is obtained based on the multiplication result between a x b. The following is the magnitude of the indirect effect on the research model:

Indirect Influence	Coefficient
Job satisfaction→Organizational Commitment→ <i>Organizational Citizenship Behavior</i>	$(0.782 \times 0.545) = 0.426$

Table 9: Indirect Effect

The results of the path analysis data in Table 9 show that the indirect effect of the job satisfaction variable on *Organizational Citizenship Behavior* (OCB) through organizational commitment is 0.426 where the effect is greater than the direct effect of job satisfaction on *Organizational Citizenship Behavior* (OCB) which is 0.213. Thus, the indirect effect of job satisfaction on *Organizational Citizenship Behavior* (OCB) through organizational commitment is greater than the direct effect of job satisfaction on *Organizational Citizenship Behavior* (OCB).

#### 4.6. Total Influence

Then the total effect is determined. The total effect is the sum of the direct and indirect effects contained in the research model. The following is the magnitude of the total effect on the research model by following the following formula:

Total Influence	Coefficient
Job Satisfaction with Organizational Commitment	$0.782 + 0.166 = 0.948$
Organizational Commitment to <i>Organizational Citizenship Behavior</i>	$0.545 + 0.116 = 0.661$
Job Satisfaction with <i>Organizational Citizenship Behavior</i>	$0.213 + 0.116 = 0.329$

Table 10: Total Effect

Table 10 shows that the variable job satisfaction has a total effect on the organizational commitment variable of 0.948. Then, the organizational commitment variable has a total effect on the variable *Organizational Citizenship Behavior* (OCB) of 0.661. And the job satisfaction variable has a total influence on the variable *Organizational Citizenship Behavior* (OCB) of 0.329.

#### 4.7. Discussion

This study aims to determine the role of organizational commitment in explaining the effect of job satisfaction and organizational citizenship behavior (OCB) of employees at PT Cipta Agung Manis Southeast Sulawesi.

##### 4.7.1. The Effect of Job Satisfaction on Organizational Citizenship Behavior (OCB)

The results showed that the beta coefficient ( $\beta$ ) was 0.213 and  $p = 0.011$ . This indicates that job satisfaction has a positive influence on Organizational Citizenship Behavior (OCB), so it can be concluded that Hypothesis H1 has an influence on job satisfaction on organizational citizenship behavior (OCB).

The results of testing the first hypothesis support the results of research conducted by Zaenabadi (2010), and Etruk, *et al* (2004) job satisfaction provides a positive relationship to Organizational Citizenship Behavior (OCB) in employees. The first indicator of job satisfaction is job satisfaction. An employee, who is satisfied with the job, can increase *Organizational Citizenship Behavior* (OCB). This is because employees have positive feelings about their work, so it will bring job satisfaction. A positive attitude towards work is a motivator in spurring work creativity to do the job as well as possible. In addition, employees, who are satisfied with their work, will view their work as interesting work. Their work is able to provide opportunities for learning, and their work provides opportunities to accept responsibility. These things can ultimately improve Organizational Citizenship Behavior (OCB).

##### 4.7.2. The Effect of Job Satisfaction on Organizational Commitment

The results obtained that the beta coefficient ( $\beta$ ) is 0.782 and  $p = 0.000$ . This indicates that job satisfaction has a positive influence on organizational commitment, and it can be concluded that Hypothesis H2 has the effect of job satisfaction on organizational commitment being accepted.

The results of testing the second hypothesis support the results of research conducted by Chabbra (2014), and Prasetya. A (2019) that Job satisfaction is positively related to organizational commitment. Organizational commitment has a positive impact on employee job satisfaction. Employees, who get a higher level of job satisfaction, tend to feel they have a higher affective and normative commitment; this is evidenced by the high average value of affective and normative indicators in the answers of PT Cipta Agung Manis employees.

##### 4.7.3. The Effect of Organizational Commitment on Organizational Citizenship Behavior

The results of the study obtained the value of the beta coefficient ( $\beta$ ) of 0.545 and  $p = 0.000$ . This shows that organizational commitment has a positive influence on Organizational Citizenship Behavior (OCB), so it can be concluded that Hypothesis H2 has the effect of job satisfaction on organizational commitment being accepted.

The results of testing the third hypothesis support the results of research conducted by Ortiz. According to MZ (2014), Sesen (2012), and Qamar.N (2012), organizational commitment has a strong positive relationship with Organizational Citizenship Behavior (OCB) as a whole. A good company is able to make employee commitments in the form of employee love and loyalty to their work and company, so that their employees will always prioritize what has been promised to the company over personal interests. Employees, who have a high commitment, will, of course, have a high involvement with their work roles, meaning that employees will accept almost all the work given to them and may even provide new ideas for the company to develop in a better direction.

#### 4.7.4. Effect of Job Satisfaction on Organizational Citizenship Behavior Mediated by Organizational Commitment

The fourth hypothesis test is measuring the influence between variables of job satisfaction on organizational citizenship behavior mediated by organizational commitment. The result is that it has a significant effect, it can be seen comparing the value of direct effect and indirect effect, that indirect effect has more higher value of 0,426 than direct effect 0,213. So, it can be concluded that organizational commitment mediated on effect job satisfaction on organizational citizenship behavior with the result of hypothesis testing receiving H4 and rejecting Ho. This study is supported by previous studies conducted by Fitrio. T (2019) that commitment organization can mediate on effect job satisfaction on organizational citizenship behavior employee.

### **5. Conclusion**

This study has the results of the discussion, so that some conclusions can be drawn as follows:

- Job satisfaction has a positive effect on Organizational Citizenship Behavior (OCB), so it can be concluded that the first hypothesis is accepted. The positive regression coefficient value indicates that when job satisfaction increases, organizational citizenship behavior (OCB) increases.
- Job satisfaction has a positive effect on Organizational Commitment. So, it can be concluded that the second hypothesis is accepted. The positive regression coefficient value indicates that when job satisfaction increases, organizational commitment increases.
- Organizational Commitment has a positive effect on Organizational Citizenship Behavior (OCB). So, it can be concluded that the third hypothesis is accepted. The positive regression coefficient value indicates that when organizational commitment increases, organizational citizenship behavior (OCB) increases.
- Organizational commitment mediates the effect of job satisfaction on organizational citizenship behavior positively and significantly.

### **6. Suggestion**

Based on the results of the research, discussion, and conclusions obtained, the following suggestions can be given:

- job satisfaction with the smallest average value, namely the supervisory item for employees, this is to be a concern for the leaders who supervise their divisions in leading and approaching the employees of PT Cipta Agung Manis well
- The need to increase motivation in terms of giving awards or compensation to employees for the achievements that have been achieved with the intention to provide a stimulus for employees because they feel benefited.
- OCB has a mean value decrease; employee should look at the condition of their work to show sportsmanship without a feeling of disapproval or complain to others.

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