



ICEBESMA

International Conference on Economics,
Business, Management, and Accounting

2025



THE EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE THROUGH *ORGANIZATIONAL CITIZENSHIP BEHAVIOR* AS AN INTERVENING VARIABLE AT SMKN 1 AIR JOMAN

Farida Izrawani Harahap¹, Yusuf Ronny Edward², Fajar Rezeki Ananda Lubis¹, Dahnil Anzar
Simanjuntak², Elly Romy²

¹ *Student of Master Management, Faculty of Economics,
Universitas Prima Indonesia,*

² *Center Of Excellence for Human Resource Management
Research and Innovation Center, Universitas Prima
Indonesia*

Email: yusufronnyedward@unprimdn.ac.id

ABSTRACT

This research is designed to explore how job satisfaction and organizational commitment affect employee performance, with Organizational Citizenship Behavior serving as an intervening factor at SMKN 1 Air Joman. Both job satisfaction and organizational commitment are recognized as critical determinants that can directly influence employee performance or indirectly enhance it through the promotion of OCB. The study employs a quantitative research approach, collecting data through structured questionnaires administered to the staff of SMKN 1 Air Joman. Analysis of the data demonstrates that both job satisfaction and organizational commitment exert a positive and statistically significant impact on employee performance. Moreover, these factors also positively affect performance indirectly by fostering OCB, suggesting that employees who are satisfied with their jobs and feel a strong sense of commitment toward their organization are more likely to engage in discretionary behaviors that go beyond their formal responsibilities. Such behaviors include helping colleagues, voluntarily supporting organizational initiatives, and contributing to a cooperative work environment, all of which ultimately enhance overall performance. The findings highlight the importance for school management to focus on strategies that improve employee satisfaction and strengthen commitment, as doing so not only boosts direct performance outcomes but also cultivates OCB, which further reinforces high performance levels.



Therefore, proactive attention to these organizational and psychological factors is essential for optimizing employee productivity and ensuring the smooth functioning of the school. By fostering a supportive and engaging work environment, SMKN 1 Air Joman can maximize the potential and effectiveness of its workforce.

Keywords: Job Satisfaction, Performance, Organizational Commitment, and *Organizational Citizenship Behavior*.

INTRODUCTION

In the modern organizational landscape, achieving high employee performance has become an essential factor for the success and sustainability of any institution, including educational organizations. Employee performance significantly influences the efficiency, effectiveness, and overall productivity of an organization. High-performing employees not only contribute to the attainment of organizational goals but also create a positive organizational climate that fosters growth, innovation, and competitiveness. Consequently, understanding the factors that affect employee performance is crucial for organizations seeking long-term success. Two significant factors that influence employee performance are job satisfaction and organizational commitment. Job satisfaction refers to the level of contentment and fulfillment employees feel regarding their work, including aspects such as work tasks, supervision, compensation, and work environment. Employees who experience high levels of job satisfaction are generally more motivated, engaged, and willing to contribute to organizational success. They tend to demonstrate higher productivity, reduced absenteeism, and a greater willingness to go beyond their formal job responsibilities. Organizational commitment, on the other hand, is the psychological attachment and loyalty an employee feels toward their organization. Committed employees identify with organizational goals, align their personal objectives with organizational objectives, and are more likely to remain with the organization despite challenges or external opportunities. High organizational



commitment has been shown to enhance performance, reduce turnover, and improve overall organizational stability.

While job satisfaction and organizational commitment are essential for improving performance, their effects may not always be straightforward. Research suggests that the relationship between these factors and employee performance can be mediated by Organizational Citizenship Behavior (OCB). OCB refers to discretionary, voluntary behaviors exhibited by employees that are not formally required but contribute positively to the organizational environment. Examples of OCB include helping colleagues, supporting organizational initiatives, and demonstrating a proactive attitude toward problem-solving. Employees who exhibit high levels of OCB often facilitate better teamwork, reduce workplace conflicts, and enhance overall organizational effectiveness.

In the context of SMKN 1 Air Joman, the performance of employees plays a critical role in ensuring the quality of educational services and institutional operations. Teachers, administrative staff, and support personnel must collaborate effectively and maintain high levels of motivation and commitment to achieve the school's educational objectives. Understanding how job satisfaction and organizational commitment influence employee performance, particularly through the mediating role of OCB, can provide valuable insights for school management.

This study aims to explore these relationships comprehensively. By examining the direct effects of job satisfaction and organizational commitment on employee performance, as well as the indirect effects through OCB, the research seeks to provide actionable recommendations. These insights can help school management develop strategies to enhance employee motivation, foster organizational loyalty, and encourage voluntary behaviors that support institutional goals. Ultimately, this study contributes to a deeper understanding of human resource management in educational settings and highlights the importance of employee-centered approaches to improving performance and organizational effectiveness.



LITERATURE REVIEW

1. Performance

Performance is a key aspect of human resource management because it directly impacts the achievement of organizational objectives. In general, performance refers to the outcomes produced by an individual or group within an organization in line with their assigned duties and responsibilities. Mangkunegara (2017) defines performance as both the quality and quantity of work results achieved by an employee while performing their tasks according to their responsibilities. This definition highlights that performance is not solely measured by the volume of work (quantity), but also by the standard and excellence of the work produced (quality).

Similarly, Robbins and Judge (2015) describe performance as the extent to which an individual accomplishes tasks within their job. This achievement is shaped by the individual's abilities, experience, and motivation to complete assigned tasks, making performance a visible manifestation of work behavior that can be observed and evaluated. Bernardin and Russell (2013) add that performance is a record of outcomes from specific job functions over a certain period, emphasizing that performance must be measurable and documented to serve as a basis for evaluation and decision-making.

Based on these perspectives, performance can be understood as the result of an individual's work, shaped by factors such as capability, motivation, task understanding, and the work environment. It should be evaluated objectively using specific indicators, including quantity, quality, timeliness, and overall effectiveness.

2. Job satisfaction

Job satisfaction is an important factor that affects employees' attitudes, behavior, and performance within an organization. It reflects the positive or negative feelings individuals have toward their



work, indicating the degree to which their job expectations align with reality. According to Robbins and Judge (2015), job satisfaction refers to an individual's overall evaluation and feelings toward their job. Employees who experience high job satisfaction generally view their work positively, while those who are dissatisfied are more likely to have unfavorable attitudes toward their job. This definition highlights that job satisfaction results from an individual's evaluation of multiple aspects of their job. Similarly, Hasibuan (2017) defines job satisfaction as the degree of pleasure or displeasure employees feel in performing their tasks. Factors influencing this include salary, working conditions, relationships with colleagues, and opportunities for personal and professional growth. Employees' satisfaction increases when their needs and expectations are met in the workplace. From these perspectives, job satisfaction can be understood as a subjective emotional response to an individual's evaluation of their job. It is shaped by both internal and external factors, such as working conditions, compensation, interpersonal relationships, and career development opportunities. High job satisfaction not only enhances employee performance but also contributes to the overall stability and effectiveness of the organization.

3. Organizational Commitment

Organizational commitment is a key element in human resource management, as it indicates the degree of an employee's loyalty and attachment to their organization. This commitment affects not only an individual's intention to stay with the organization but also their motivation, active participation, and willingness to contribute toward achieving organizational goals. Organizational commitment, as explained by Mowday, Steers, and Porter (2006), is the strength of an employee's identification with their organization, indicated by their desire to stay, belief in its values, and active participation in promoting organizational success. Similarly, Robbins and Judge (2015) describe organizational commitment as the extent to which employees align themselves with the



organization and its objectives and demonstrate a strong desire to maintain membership. High commitment is manifested in active participation in organizational activities and loyalty to the organization's growth and sustainability. Luthans (2011) adds that organizational commitment represents an attitude of loyalty in which employees consistently show concern for the organization's success and continuity.

Based on these perspectives, organizational commitment can be understood as a psychological, emotional, and moral attachment that drives employees to remain with the organization and contribute positively. High organizational commitment fosters more productive, responsible, and dedicated employees in fulfilling their roles.

4. Organizational Citizenship Behavior

OCB is an important concept in organizational behavior, describing voluntary actions by employees that exceed their formal job requirements and support the organization's overall efficiency and effectiveness. While these behaviors are not formally recognized or rewarded, they are essential for creating a positive and productive workplace. Robbins and Judge (2015) define OCB as discretionary actions that fall outside official job responsibilities but contribute to improving the work environment, team functioning, and overall organizational performance. Employees exhibiting OCB typically show high levels of job satisfaction and organizational commitment, helping to create a cooperative and harmonious workplace. Luthans (2011) describes OCB as positive actions carried out by employees beyond their formal tasks, reflecting loyalty, dedication, and concern for organizational success. While these behaviors are not obligatory, they indirectly strengthen a healthy work culture and support organizational objectives. From these perspectives, OCB can be understood as voluntary, extra-role behavior performed by employees that is not part of their core responsibilities but is essential for enhancing organizational



performance. This behavior arises from individual initiative and is strongly influenced by factors such as job satisfaction, organizational commitment, and interpersonal relationships within the workplace.

METHODS

This study utilizes an associative research approach, which is designed to analyze the relationships and the influence among the variables being investigated. This approach allows the researcher to determine not only whether a relationship exists between variables but also the strength and direction of the influence. In the present study, the independent variables consist of X1 (Job Satisfaction) and X2 (Organizational Commitment), which are expected to affect the dependent variable. The dependent variable examined is Y (Employee Performance), representing the outcomes of employees' work in the organization. Additionally, the study includes an intervening variable, Z (Organizational Citizenship Behavior), which is hypothesized to mediate the relationship between the independent variables and employee performance. By employing this approach, the research aims to provide a comprehensive understanding of how job satisfaction and organizational commitment impact performance, both directly and indirectly through OCB.

• Population and Sample

Sugiyono (2018) describes a population as a generalization area consisting of objects or subjects with specific characteristics defined by the researcher for analysis and conclusion. In this study, the population included all 53 teachers at SMKN 1 Air Joman who were registered in February 2025. Sugiyono (2018) further explains that a sample is a portion of the population that possesses similar characteristics. Given the relatively small size of the population, this study employed



saturated sampling, meaning that all members of the population were included as respondents, resulting in a total of 53 participants

- **Data collection**

In this study, data were collected using two primary techniques. The first method involved distributing questionnaires specifically designed for employees as respondents. The second method was a documentation study, which involved gathering relevant data and information from organizational documents that supported the objectives of the research.

RESULTS

Path Analysis of Sub Model

Test Results *Model Summary* Sub Model

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.778 ^a	.605	.580	.078

a. Predictors: (Constant), Organizational Citizenship Behavior, Job Satisfaction, Organizational Commitment

The model summary shows the results of the regression analysis. The correlation coefficient (R) is 0.778, indicating a strong positive relationship between the independent variables and the dependent variable. The R² value is 0.605, meaning that approximately 60.5% of the variance in employee performance can be explained by Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior. The adjusted R² of 0.580 accounts for the number of predictors in the model, providing a more accurate estimate of the model's explanatory power. The



standard error of the estimate is 0.078, reflecting the average distance between the observed values and the regression line.

Sobel Test

Sobel Test Results					
Variable	Unstandardized	Std. Error	Test Statistics	Std. Error	P-Value
Job Satisfaction on <i>OCB</i>	0.048	0.019	2,205	0.005	0.027
<i>OCB</i> on Performance	0.244	0.054			
Organizational Commitment to <i>OCB</i>	0.109	0.023	3,270	0.008	0.001
<i>OCB</i> on Performance	0.244	0.054			

Source: Data Processed With Calculation for the Sobel Test , 2025

The Sobel test results indicate that Organizational Citizenship Behavior (OCB) serves as a significant intervening variable between the independent variables (Job Satisfaction and Organizational Commitment) and employee Performance. Specifically, Job Satisfaction has a positive and significant effect on OCB (coefficient = 0.048, $p = 0.027$), while Organizational Commitment also significantly influences OCB (coefficient = 0.109, $p = 0.001$). These results suggest that employees who are satisfied with their jobs and committed to the organization are more likely to engage in OCB. Furthermore, OCB positively affects employee Performance (coefficient = 0.244), highlighting that discretionary behaviors beyond formal job responsibilities contribute to enhanced work outcomes. This demonstrates that OCB partially mediates the relationship between Job Satisfaction, Organizational Commitment, and employee Performance. In other words, higher levels of job satisfaction and organizational commitment encourage



employees to exhibit OCB, which in turn improves overall performance. These findings underscore the importance of fostering both job satisfaction and organizational commitment to promote voluntary, constructive behaviors that enhance organizational effectiveness.

DISCUSSION

1. The Influence of Job Satisfaction on *Organizational Citizenship Behavior*

Job Satisfaction is a key determinant of Organizational Citizenship Behavior (OCB), as it reflects the degree to which employees feel content and fulfilled with their work. Employees who experience high job satisfaction are more likely to go beyond their formal job responsibilities, demonstrating discretionary behaviors that contribute to a positive and cooperative work environment. The significance of this relationship suggests that employees' attitudes toward their work directly influence their willingness to voluntarily assist colleagues, support organizational initiatives, and engage in behaviors that are not formally required but are beneficial to the organization. From a theoretical perspective, Robbins and Judge (2015) explain that employees with high job satisfaction are more motivated, loyal, and cooperative, which aligns with the observed positive relationship with OCB. Similarly, Luthans (2011) emphasizes that satisfied employees are more likely to demonstrate commitment and positive extra-role behaviors, enhancing teamwork and organizational effectiveness.

In practical terms, this finding implies that organizations like SMKN 1 Air Joman can enhance OCB by improving factors that contribute to job satisfaction, such as fair compensation, supportive working conditions, recognition, and opportunities for career growth. By doing so, employees are more likely to voluntarily engage in behaviors that strengthen organizational cohesion and overall performance.



2. The Influence of Organizational Commitment on *Organizational Citizenship Behavior*

Organizational Commitment is a significant factor in encouraging employees to engage in Organizational Citizenship Behavior (OCB). Employees who feel a strong sense of loyalty and attachment to their organization are more likely to voluntarily perform actions that go beyond their formal job duties. These behaviors include helping colleagues, supporting organizational initiatives, and contributing to a positive work environment. The significance of this relationship suggests that employees' attitudes toward their work directly influence their willingness to voluntarily assist colleagues, support organizational initiatives, and engage in behaviors that are not formally required but are beneficial to the organization. From a theoretical perspective, Robbins and Judge (2015) explain that employees with high job satisfaction are more motivated, loyal, and cooperative, which aligns with the observed positive relationship with OCB. Similarly, Luthans (2011) emphasizes that satisfied employees are more likely to demonstrate commitment and positive extra-role behaviors, enhancing teamwork and organizational effectiveness.

In practical terms, this finding implies that organizations like SMKN 1 Air Joman can enhance OCB by improving factors that contribute to job satisfaction, such as fair compensation, supportive working conditions, recognition, and opportunities for career growth. By doing so, employees are more likely to voluntarily engage in behaviors that strengthen organizational cohesion and overall performance.

3. The Influence of Job Satisfaction on Performance through *Organizational Citizenship Behavior*

Job Satisfaction not only has a direct effect on employee performance but also influences performance indirectly through Organizational Citizenship Behavior (OCB). Employees who are



satisfied with their jobs are more likely to engage in discretionary behaviors that extend beyond their formal duties, such as helping colleagues, supporting organizational initiatives, and contributing to a cooperative work environment. These behaviors, in turn, enhance overall employee performance. The Sobel test confirms that OCB serves as a significant mediating variable, demonstrating that part of the effect of Job Satisfaction on Performance occurs through the encouragement of OCB. This means that when employees feel fulfilled and satisfied in their roles, they are more likely to exhibit voluntary, constructive behaviors that ultimately improve their work outcomes. From a theoretical standpoint, Robbins and Judge (2015) highlight that satisfied employees tend to be more motivated, cooperative, and willing to contribute beyond their formal responsibilities, which aligns with the observed mediation effect of OCB. Luthans (2011) also supports this view, noting that positive emotional states derived from job satisfaction increase employees' willingness to perform extra-role behaviors, thereby indirectly enhancing organizational performance.

In practical terms, these findings suggest that organizations like SMKN 1 Air Joman can improve employee performance by fostering job satisfaction. Initiatives such as fair compensation, recognition programs, supportive working conditions, and career development opportunities can enhance job satisfaction, which encourages OCB and, consequently, improves overall performance.

4. The Influence of Organizational Commitment on Performance through *Organizational Citizenship Behavior*

Organizational Commitment influences employee performance not only directly but also indirectly through Organizational Citizenship Behavior (OCB). Employees who feel a strong attachment and loyalty to their organization are more likely to engage in voluntary behaviors beyond their formal



job responsibilities. These behaviors—such as assisting colleagues, supporting organizational initiatives, and promoting a cooperative work environment—positively contribute to overall employee performance. The Sobel test confirms that OCB acts as a significant mediating variable. This indicates that part of the influence of Organizational Commitment on Performance occurs indirectly through OCB. In essence, employees with higher organizational commitment are more inclined to engage in constructive extra-role behaviors, which in turn enhance their work performance. From a theoretical perspective, Robbins and Judge (2015) suggest that committed employees are more motivated to align their actions with organizational goals and engage in discretionary behaviors that benefit the organization. Luthans (2011) also emphasizes that organizational commitment fosters loyalty and dedication, which encourages employees to contribute positively to organizational success.

In practical terms, the results imply that organizations such as SMKN 1 Air Joman can enhance employee performance by fostering a committed workforce. This can be achieved through strategies such as cultivating a supportive organizational culture, recognizing employee contributions, providing career development opportunities, and communicating organizational values clearly. Strengthening organizational commitment will encourage employees to demonstrate OCB, which ultimately improves performance and organizational effectiveness.

CONCLUSION

Based on the results of this study, it can be concluded that Job Satisfaction and Organizational Commitment have a positive effect on Organizational Citizenship Behavior (OCB) at SMKN 1 Air Joman. Employees who are satisfied with their jobs and have a high level of organizational commitment are more likely to engage in voluntary behaviors beyond their formal duties, which



contribute to a positive and collaborative work environment. Furthermore, OCB serves as a significant mediating variable between Job Satisfaction and Organizational Commitment on Employee Performance. In other words, higher levels of job satisfaction and organizational commitment encourage employees to exhibit OCB, which in turn enhances their overall performance. These findings highlight the importance for organizations to improve job satisfaction and foster organizational commitment as strategies to promote extra-role behaviors and increase overall organizational effectiveness.

LIMITATIONS

Based This study has several limitations that should be considered. First, it was conducted only on all teachers at SMKN 1 Air Joman, so the results may not be generalizable to other schools or organizations with different characteristics. Second, the data collection relied on questionnaires and documentation, which depend on respondents' honesty and perceptions, introducing the possibility of subjective bias in evaluating job satisfaction, organizational commitment, OCB, and performance. Third, this study used a cross-sectional design, meaning the relationships between variables reflect a single point in time and do not capture long-term changes or trends. Therefore, future research could expand the population, employ a longitudinal approach, and combine quantitative and qualitative methods to obtain a more comprehensive understanding of the influence of job satisfaction and organizational commitment on performance through OCB.

REFERENCES

A, Morissan M. (2014). *Metode Penelitian Survei. Cetakan ke-2*. Jakarta: Kencana.



- Abidin, Ali Zaenal, and Rizki Catur Sasongko. (2022). Pengaruh Disiplin Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. Linknet Cabang Tangerang. *Valuasi: Jurnal Ilmiah Ilmu Manajemen Dan Kewirausahaan*, 2 (1): 194–207.
- Afandi. (2018). *Manajemen Sumber Daya Manusia (Teori, Konsep dan Indikator)*. Riau: Zanafa Publishing.
- Aisyah, H. (2020). Pengaruh kepuasan kerja dan komitmen organisasi terhadap *Organizational Citizenship Behavior* (OCB): studi kasus pada karyawan STMIK Indonesia Padang. *Journal of Enterprise and Development (JED)*, 2(1), 13-21.
- Anwar, M. C., & Ahmadi, S. (2021). Pengaruh *Organizational Citizenship Behavior* dan motivasi kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening. *Prosiding Manajerial dan Kewirausahaan*, 5, 21-38.
- Budihardjo, A. (2004). Mengenal *Organizational Citizenship Behavior* (OCB). *Forum Manajemen Prasetya Mulya Tahun ke-XVIII*. No. 82.
- Busro, M. (2018). *Teori Komitmen (Indikator Komitmen)*. Yogyakarta: Gosyen Publishing.
- Busro, M. (2020). *Teori-Teori Manajemen Sumber Daya Manusia*. Jakarta: Prenadamedia Group.
- Charina, A. (2020). Pengaruh Kepuasan Kerja dan Motivasi Kerja terhadap Kinerja Karyawan di Perusahaan Bumi Saba Indonesia. *Jurnal Ekonomi Pertanian dan Agribisnis*, 4(2), 268-276.
- Dewi, P. D., dan Harjoyo. (2019). *Manajemen Sumber Daya Manusia*. Tangerang Selatan: Unpam Press.
- Ghozali, I. (2005). *Aplikasi Analisis Multivariate dengan SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate Dengan Program IBM SPSS 23 (Edisi 8). Cetakan ke VIII*. Semarang: Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Semarang: Badan Penerbit Universitas Diponegoro.
- Gibson, dkk. (1997). *Organisasi: Perilaku, Struktur, Proses*. Edisi Kelima, Jilid 1, Alih Bahasa Djarkasih. Jakarta: Erlangga.
- Hamdiyah. (2016). Peningkatan Kinerja Karyawan Melalui Kompensasi, Lingkungan Kerja Dan Gaya Kepemimpinan Di Ada Swalayan Banyumanik Semarang. *Jurnal : Mahasiswa Jurusan Manajemen Fakultas Ekonomika dan Bisnis Universitas Pandanaran Semarang Vol.02, No.02*.
- Hanawidjaya, R. R., Sindrawati, S., Sumiati, N., & Barokah, R. A. (2022). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Pada Pt. Niaga Nusa Abadi Subang. *Jurnal Economina*, 1(2), 203-218.



- Hasibuan, M. S. (2012). *Manajemen Sumber Daya Manusia, Edisi Enam Belas*. Jakarta: Bumi Aksara.
- Kaswan. (2015). *Sikap Kerja dari Teori dan Implementasi Sampai Bukti*. Bandung: Alfabeta.
- Kaswan. (2017). *Psikologi Industri & Organisasi: Mengembangkan Perilaku Produktif dan Mewujudkan Kesejahteraan Pegawai di Tempat Kerja*. Bandung: Alfabeta.
- Khalid, S & Ali, H. (2005). The Effect Of *Organizational Citizenship Behavior* On Withdrawal Behavior: A Malaysian Study. *International Journal Of Management and Entrepreneurship*, 1(1):30-40.
- Kusumajati, D. A. (2014). *Organizational Citizenship Behavior* (OCB) karyawan pada perusahaan. *Humaniora*, 5 (1), 62-70.
- Locke, E., A. (1969). *The Nature And Causes Of Job Satisfaction*, M. D. Dunnette (Ed.), Handbook of Industrial and Organizational Psychology: 1297-1349. New York: John Wiley.
- Mangkunegara, A. Anwar Prabu. (2011). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- Mardiyana, Sutanto, A., & Abdul Choliq Hidayat. (2019). Pengaruh Kepuasan Kerja dan Komitmen Organisasi Terhadap Kinerja Karyawan Bank Pembiayaan Rakyat Syariah Daerah Istimewa Yogyakarta. *Jurnal Sains Manajemen Dan Bisnis Indonesia*, 9(2), 100–113.
- Martoyo, Susilo. (2000). *Manajemen Sumber Daya Manusia*. Yogyakarta: PT BPFPE.
- Priyatno, D. (2014). *Mandiri Belajar Analisis Data dengan SPSS*. Yogyakarta: Mediakom. *Kausal Loyalitas Pelanggan Toserba 'X'*. Skripsi UPI: Universitas Pendidikan Indonesia.
- Putri, J. A., & Fariana, A. (2024). Pengaruh Komitmen Organisasi, Kepuasan Kerja Dan Budaya Organisasi Terhadap *Organizational Citizenship Behavior*: Studi Pada PT Victoria Insurance. *Jurnal Manajemen dan Ekonomi Kreatif*, 2(2), 26-38.
- Organ, D. W., Mackenzie, & Podsakoff. (2006). *Organizational Citizenship Behavior: It's Nature, Antecedents and Consequences*. California: Sage Publications, Inc.
- Rahayu, Suci. (2013). Aplikasi Metode Trimming Pada Analisis Jalur Dalam Penentuan Model Kausal Loyalitas Pelanggan Toserba X. Skripsi UPI: tidak diterbitkan. www.repository.upi.edu.
- Robbins, P. Stephen. (2008). *Organizational Behaviour, Tenth Edition (Perilaku Organisasi Ke Sepuluh)*, alih bahasa Drs. Benyamin Molan. Jakarta: Salemba Empat.
- Rosid, M. A., & Darajat, I. (2022). Pengaruh komitmen organisasi terhadap kepuasan kerja dalam meningkatkan kinerja pegawai (Studi pada pegawai di lingkungan pemerintah daerah Kota Tangerang). *Dynamic Management Journal*, 6(2), 55-68.



- Rudini, A. (2024). Pengaruh *Organizational Citizenship Behavior* (OCB) Dan Komitmen Organisasi Terhadap Kinerja Pegawai ASN Sekretariat Daerah Kabupaten Kotawaringin Timur. *Journal of Innovation Research and Knowledge*, 4(2), 1235-1254.
- Sanusi, A. (2011). *Metodologi Penelitian Bisnis*. Jakarta: Salemba Empat.
- Sholikhah, C. I. R., & Frianto, A. (2022). Pengaruh Kepuasan Kerja dan Komitmen Organisasi terhadap *Organizational Citizenship Behavior* (OCB) pada Karyawan Tiara Supermarket. *Jurnal Ilmu Manajemen*, 10(1), 291-301.
- Sitio, V. S. S. (2021). Pengaruh komitmen organisasi dan budaya organisasi terhadap kinerja karyawan dengan *Organizational Citizenship Behavior* sebagai variabel intervening pada pt. Emerio indonesia. *Jurnal Ilmiah M-Progress*, 11(1).
- Subawa, I Made Bagus Arya dan Suwandana, I Gusti Made. (2017). Pengaruh Kepemimpinan Transformasional, Kepuasan Kerja dan Komitmen Organisasi Terhadap *Organizational Citizenship Behavior*. *E-Jurnal Manajemen Unud*. Vol.6, No.9.
- Sudiyanto, T. (2020). Pengaruh Kepuasan Kerja dan Beban Kerja Terhadap Kinerja Pegawai Pada Dinas Tenaga Kerja dan Transmigrasi Banyuasin. *Jurnal Media Wahana Ekonomika*, 17(1), 93-115.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, R & D*. Bandung: CV Alfabeta.
- Sutrisno, E. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media Group.
- Torang, Syamsir. (2014). *Organisasi dan Manajemen*. Bandung: Alfabeta.
- Umpusinga, H. A. (2022). Pengaruh Komitmen Organisasi Terhadap Kinerja Karyawan Dengan Kompensasi Sebagai Variabel Moderasi. *Derivatif: Jurnal Manajemen*, 16(1), 120-126.
- Viona, O., Abunawas, A., & Hastuti, D. (2023). Pengaruh Komitmen Organisasi dan Komunikasi Terhadap Kinerja Pegawai Inspektorat Daerah Provinsi Riau. *Jurnal Ilmiah Mahasiswa Merdeka EMBA*, 2(2), 66-77.
- Wahyudi, K. A., Kawiana, I. G. P., & Suartina, I. W. (2022). Pengaruh Komitmen Organisasi terhadap Kinerja Karyawan Dimediasi *Organizational Citizenship Behavior*. *WidyaAmrita: Jurnal Manajemen, Kewirausahaan Dan Pariwisata*, 2(2), 366-375.
- Wibowo. (2016). *Manajemen Kinerja*. Depok: PT Raja Grafindo Persada.
- Wicaksono, T., & Gazali, M. (2021). Pengaruh kepuasan kerja terhadap kinerja karyawan dengan *Organizational Citizenship Behavior* (OCB) sebagai variabel intervening. *At-Tadbir: jurnal ilmiah manajemen*, 5(1), 22-34.
- Yuwanda, T., & Pratiwi, N. (2020). Pengaruh *Organizational Citizenship Behavior* dan kompensasi terhadap kinerja karyawan pt. Semen padang dan work overload sebagai variabel mediasi. *Procuratio: Jurnal Ilmiah Manajemen*, 8(1), 53-62.