



ANALYZING FACTORS AFFECTING EMPLOYEE'S ORGANIZATIONAL CITIZENSHIP BEHAVIOR POST-PANDEMI COVID-19

Mochamad Vrans Romi^{1)*}, Rr. Chusnu Syarifa Diah Kusuma²⁾, Hernansi Biso³⁾, Christina Bagenda⁴⁾, Nuril Maghfirah⁵⁾

¹Management Study Program, Universitas Jenderal Achmad Yani, Indonesia

²Office Administration Study Program, Universitas Negeri Yogyakarta, Indonesia

³Management Study Program, Universitas Halmahera, Indonesia

⁴Law Study Program, Universitas Flores, Indonesia

⁵Islamic Community Development Study Program, Institut Agama Islam Negeri Kudus, Indonesia

*E-mail: ¹vransromi@gmail.com, ²chusnu@uny.ac.id, ³enabisohernansi@gmail.com,

⁴bagendatitin@gmail.com, ⁵nuril.maghfirah@iainkudus.ac.id

Abstrak

Organizational citizenship behavior bukanlah hal baru dalam dunia kerja khususnya beberapa bidang khusus yang juga menerapkan perilaku organisasi. Pada dasarnya, organizational citizenship behavior sangat membantu dalam mengatur, mengontrol, dan menyelesaikan berbagai persoalan sekaligus meningkatkan komunikasi antar peranan dalam kelompok kerja. Selain itu, perusahaan saat ini perlu meningkatkan kemampuan organisasi untuk beradaptasi dengan perubahan lingkungan yang semakin kompleks. Tujuan utama penelitian yakni menganalisis menganalisis faktor-faktor yang mempengaruhi organizational citizenship behavior karyawan pasca pandemi Covid-19. Sampel dalam penelitian ini berjumlah 210 responden yang ditentukan dengan pendekatan convenience sampling. Pengumpulan data menggunakan instrumen kuesioner yang kemudian dibagikan secara online. Analisis data menggunakan aplikasi SPSS dengan menampilkan hasil pengolahan data melalui uji instrumen penelitian dengan uji validitas dan reabilitas, analisis regresi berganda, koefisien determinasi dan uji hipotesis. Berdasarkan hasil analisis data menyimpulkan quality of work life, organizational culture dan job satisfaction berpengaruh positif dan signifikan terhadap organizational citizenship behavior. Implikasi penelitian menginformasikan perilaku menolong karyawan dapat meningkatkan semangat dan keeratan serta perasaan saling memiliki diantara anggota kelompok sehingga akan meningkatkan kinerja organisasi dan membantu organisasi menarik dan mempertahankan karyawan yang baik.

Kata Kunci: Quality of Work Life, Organizational Culture, Job Satisfaction, Organizational Citizenship Behavior

Abstract

The globalization era that every nation faces have made the world open and connected. This requires the awareness and readiness of human resources that openness becomes something real. On the other hand, companies need to encourage better employee engagement to increase HR awareness within the organization's scope. The main objective of the research is to analyze the effect of organizational trust and organizational justice on the employee engagement of millennial workers. The sample in this study amounted to 150 respondents, who were determined by the convenience sampling approach. Data collection uses a questionnaire instrument which is then distributed online. Data analysis uses the SPSS application by displaying data processing results through research instrument tests with validity and reliability tests, multiple regression analysis, coefficient of determination, and hypothesis testing. Based on the data analysis results, organizational trust and justice positively and significantly affect employee engagement. The research information implies that increasing engagement can be carried out with encouragement from company leaders through mutual trust, mutual understanding, mutual respect, and learning to live in differences among fellow employees in their workplaces.

Keywords: Quality of Work Life, Organizational Culture, Job Satisfaction, Organizational Citizenship Behavior

Article History: Received: 17 February 2023 Revised: 04 May 2023 Accepted: 26 May 2023

INTRODUCTION

In organizations it is often found that employees are quick to respond to problems experienced by other people or employees, then try to help as soon as possible, even without being asked (Sofiyani et al., 2022). Some employees know their friend's problems but need to show behavior to help, only when asked to help is there a response (Umiyati et al., 2022). Some employees are indifferent to the problems of their friends, do not want to help, and even when asked for help, do not respond (Inrawan et al., 2022). Such behaviors will affect employees' progress personally and the organization or company (Djajasinga et al., 2021). The essence of quality of work life is fundamental for companies to build strong organizational citizenship behavior (Wibowo et al., 2022). Study results from (Hastuti & Wibowo, 2020) and (Wulandari, 2021), concluded that there is a significant influence between the quality of work and organizational citizenship behavior. Improving the quality of work life is needed to create job satisfaction as a trigger and shaper of good organizational citizenship behavior (Simatupang et al., 2022).

The strength of culture lies in recognition of a sense of belonging, a sense of trust, and a sense of responsibility for its existence (Hartini et al., 2021). If the notion of culture is in the organizational phrase, then the basic elements of culture are in the organizational culture (Anggoro KR et al., 2022). Organizational culture is the values and norms adopted and carried out by an organization related to the environment in which it carries out its activities (Lunenburg, 2011). In outline, the organization is a place for the interaction of its members to achieve goals, so the organization needs values recognized and trusted by members (Ke & Wei, 2008).

The involvement of employees in the organization is very large, they come from various cultures and bring different customs and fields of knowledge from different educational backgrounds, this is where the importance of organizational management and a guide for organizational members is born (Lin et al., 2017). The urgency of organizational culture in the company's scope is considered very important to encourage the quality of employees' organizational citizenship behavior (Ng'ang'a & Nyongesa, 2012). Studies (Arundita et al., 2021) and (Satria et al., 2021) confirm the organizational culture aspects of the company play an important role in increasing organizational citizenship behavior. When the organizational culture that contains the values, norms, and rules that exist in organizational management experiences degradation, the impact is a decrease in organizational citizenship behavior.

Employee job satisfaction significantly affects organizational performance, namely increased performance achievements, increased target output achievements, and strong intrapersonal relationships between employees and superiors and organizations globally (Al-Zu'bi, 2010). Cases are often found related to employee dissatisfaction in organizations including decreased organizational productivity, loss of customer trust, many employees leaving the company, and decreased quality and products (Foote et al., 2008). In more serious cases, if superiors or the organization do not pay attention to this, it will have a very large impact, resulting in a decrease in consumer credibility and trust, bankruptcy, and mass termination of employment (Tharikh et al., 2016). This was also confirmed by a study from (Mahmudi & Surjanti, 2020) and (Iskandar & Liana, 2021), which states that there is a significant relationship between job

satisfaction and the organizational citizenship behavior of employees.

Employees with high motivation can be seen in their behavior when doing their work personally and showing an active role in a group of workers carrying out activities (Caprara et al., 2006). His behavior is also accompanied by mental factors, such as perseverance, thoroughness, and a strong will to achieve what is desired (Jyoti, 2013). The employee's motivation is based on something that is the essence of what is thought and expected by doing his job. Maximum effectiveness of organizational citizenship behavior can be achieved if the company can improve the quality of work life of its employees and implement a comprehensive and fair organizational culture (Banerjee & Banerjee, 2013). Besides that, it is important for companies to pay attention to aspects of employee job satisfaction in the corporate environment to obtain feedback on matters they feel are dissatisfied with company policies. In accordance with this background explanation, the main objective of this research is to analyze what factors affect employees' organizational citizenship behavior after the Covid-19 pandemic.

LITERATURE REVIEWS

Quality of Work Life

The quality of work life usually refers to whether or not the work environment is favorable for a person (Lie et al., 2022). By paying attention to this, employee performance can increase and ultimately provide benefits to the company. According to (DeCenzo et al., 2016), quality of work life is a process in which the organization responds to the needs of employees by developing mechanisms to allow employees to contribute fully and participate in making decisions and managing their work life in a company (Paramitha & Rijanti, 2022).

Meanwhile, according to (Robbins & Judge, 2022) quality of work life is a very important thing and is necessary for the company to attract and retain its employees so that they are also loyal to the company. The results of several previous studies, such as (Hastuti & Wibowo, 2020); (Wulandari, 2021); (Widiyanti & Rizal, 2022), suggest the quality of work life is an important stimulant to improving organizational citizenship behavior of employees. This is because many managers are trying to reduce dissatisfaction with their employees' quality of work life. Therefore, based on several previous research results, this study is carried out to develop hypotheses:

H1: Quality of work life affects organizational citizenship behavior

Organizational Culture

(Martins & Terblanche, 2003), defines organizational culture as a system of shared meaning held by its members to distinguish the organization from other organizations. (Lunenburg, 2011) explained the elements of organizational culture regarding; science, belief, art, morals, law, customs, behavior/habits (norms) of society, basic assumptions, value systems, learning/inheritance, and issues of external adaptation and internal integration. Organizational culture has a direct impact on employee performance and well-being (Al-Musadieq et al., 2018). A healthy culture addresses both areas by finding an appropriate balance based on the organization's values. Organizations must emphasize work processes, so employees feel that their physical and mental health is being cared for (Habib et al., 2014). Research results (Mahmudi & Surjanti, 2020); (Hayati, 2020); (Rulianti & Pardede, 2022), emphasized that companies that pay attention to the implementation and supervision of organizational culture will affect the level

of organizational citizenship behavior of employees at work. Therefore, based on several previous research results, this study is carried out to develop hypotheses:

H2: Organizational culture affects organizational citizenship behavior

Job Satisfaction

(Stephen & Coutler, 2009) define job satisfaction as a positive feeling about one's job resulting from an evaluation of the character of his work. (Mahmudi & Surjanti, 2020), defines job satisfaction as the fulfillment and satisfaction of certain needs related to one's work. Meanwhile, according to (Kafui Agbozo et al., 2017), job satisfaction is an affective or emotional response to various aspects of a person's work, and job satisfaction owned by an individual reflects the degree to which a person likes his job. Job satisfaction is important to study in the study of organizational behavior because knowing job satisfaction will make it easier for the organization to develop the organization (Eslami & Gharakhani, 2012). Job satisfaction is a form of pleasure from what has been done, but job satisfaction is subjective (Azeem & Akhtar, 2014). The higher a person's job satisfaction, the more positive his attitude about the job, and vice versa. Studies conducted by (Aisyah, 2020); (Yulianto, 2021); (Sholikhah & Frianto, 2022), concluded that there is a positive and significant effect of job satisfaction on OCB. Therefore, based on several previous research results, this study is carried out to develop hypotheses:

H3: Job satisfaction affects organizational citizenship behavior

Organizational Citizenship Behavior

For the organization to experience change and progress, the organization needs employee performance that follows their role (in-role) and tends to work behavior that exceeds their role (extra-

role). Work behavior that is appropriate to their role shows that employees do work only according to the tasks in the job description, while work behavior that exceeds their role is that employees give something more than formal work standards, and is called organizational citizenship behavior (OCB) (Hastuti & Wibowo, 2020). OCB is behavior in an organization that is not directly rewarded by the formal reward system (Swaminathan & Jawahar, 2013). This means that employees with OCB behavior are willing to work more than their main obligations, such as being willing to help co-workers who have excessive workloads without expecting anything in return and coming to work early if needed (Romy et al., 2022). An organization will succeed in achieving its goals if it has employees who are not only doing their main tasks but are also willing to do other extra tasks, such as being willing to help each other, participate actively, provide advice, and provide extra services to service users (Foote et al., 2008). Thus, employee behavior beyond the assigned tasks contributes to organizational effectiveness and is not directly linked to the formal reward system (Zeinabadi & Salehi, 2011).

METHODS

A quantitative research design with an associative approach is used in this study. This research's main population is employees working in Indonesia's manufacturing industry. Due to the unknown population, the sample was taken using a convenience sampling technique. According to (Hair, 2014), if the total population is unknown, ideally, the size of the representative respondents depends on the number of all indicators in the variable multiplied by 5-10. This study has ten indicators, so the number of respondents for this study is $21 \times 10 = 210$ samples. This study uses a research instrument test

consisting of validity and reliability tests. The quantitative analysis consists of a normality test, regression test, hypothesis test, correlation test, and coefficient of determination. Furthermore, the operational definition of this research variable consists of the dependent variable, namely organizational citizenship behavior, including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. While the operational definition of the first independent variable, namely quality of work life includes opportunities to develop, participation of decision-making, pride of work, working environment social integration, fair and appropriate compensation. For the second independent variable, organizational culture consists of job descriptions, completing tasks, responsibilities, rewards, support, and performance. Then the third independent variable job satisfaction consists of promotion opportunities, wages, supervision, work procedures, and work colleagues.

RESULTS AND DISCUSSION

Table 1. General Profile of Respondents

Categories	Details	amount	Percentage (%)
Gender	Men	62	41,33
	woman	88	58,67
Age (years)	20-24	28	18,67
	25-29	52	34,67
	30-34	40	26,66
	35-39	30	20
Level of education	High School	25	16,67
	Diploma	45	30
	Bachelors	80	53,33
Length of Work (years)	< 1	40	26,67
	1-5	70	46,67
	6-10	25	16,66
	> 10	15	10

Validity and Reliability Test

Table 2. Validity Test Results

Variables	Corrected items - Total correlation	N of Items	Test results
Quality of Work Life	0.411	15	Valid
Organizational Culture	0.510	18	Valid
Job Satisfaction	0.472	15	Valid
Organizational Citizenship Behavior	0.481	15	Valid

Based on the validity test of table 1 above, it is concluded that all indicators in the study have a value above 0.30, and the measurement items used in this research are valid (Ghozali, 2016). Next, a reliability experiment is carried out to measure the measurement items on the questionnaire items that describe the indicators of the variables. A questionnaire is reliable if a person's response to a question does not change or is normal from time to time.

Table 3. Reliability Test Results

Variables	Cronbach's Alpha	N of Items	Test results
Quality of Work Life	0.774	15	reliable
Organizational Culture	0.840	18	reliable
Job Satisfaction	0.806	15	reliable
Organizational Citizenship Behavior	0.810	15	reliable

The results of the experiment's reliability shown in table 2 above prove that all indicators have a Cronbach alpha value for each instrument > 0.60, so it can be concluded that all the instruments used are reliable (Ghozali, 2016).

Multiple Regression Test**Table 4. Multiple Regression Test Results**

Model	Unstandardized Coefficients		t-count	Sig.
	B	std. Error		
1 (Constant)	9,049	1,660	5,452	.000
Quality of Work Life	,255	0.172	2,240	.032
Organizational Culture	,267	0.188	2,265	.026
Job Satisfaction	,198	0.068	2,924	.004

The equation model is obtained from the multiple linear regression above: $\hat{Y} = 9.049 + 0.255X_1 + 0.267X_2 + 0.198X_3$, meaning that quality of work life, organizational culture, and job satisfaction positively affect organizational citizenship behavior. Based on these equations, it can be explained as follows:

1. The constant value of 9.049 can be interpreted if the variables of quality of work life, organizational culture, and job satisfaction are considered zero, then the value of organizational citizenship behavior will be 9.049.
2. The value of the beta coefficient on the quality of work life variable is 0.255, which means that every change in the quality of work life variable by one unit will result in a change in the organizational citizenship behavior of 0.255 units with the assumption that the other variables are at a constant value.
3. The beta coefficient value on the organizational culture variable is 0.267, which means that every change in the organizational culture variable by one unit will result in a change in the organizational citizenship behavior of 0.267 units with the assumption that the other variables are at constant values.
4. The beta coefficient value on the job satisfaction variable is 0.198, which means that every change in the job satisfaction variable by one unit will result in a change in the organizational citizenship behavior of 0.198 units with

the assumption that the other variables are at constant values.

Simultaneous and Partial Hypothesis Testing

To examine the variable binding simultaneously, experiment F is used. Simultaneous hypothesis testing attempts to analyze whether the quality of work life, organizational culture, and job satisfaction can influence organizational citizenship behavior.

Table 5. Simultaneous Test Results

Model	Sum of Squares	df	F	Sig.
1 Regression	77,572	3	17,139	.000b
residual	159,919	206		
Total	237,491	209		

Based on the results of the simultaneous test analysis in table 5, the F-count value is $92,806 >$ from F-table with (0.05; 3 vs. 207) of 2.65 or with a significant $0.000 \leq 0.05$ can be interpreted as quality of work life, organizational culture, and job satisfaction affect organizational citizenship behavior simultaneously. Subsequently, a partial test was conducted to analyze the effect of quality of work life, organizational culture, and job satisfaction on organizational citizenship behavior. Based on the results of data analysis in table 4, the results of the t-test in this study are as follows:

1. Quality of work life has a significant level of $0.000 \leq 0.05$, meaning that quality of work life significantly affects organizational citizenship behavior (H1 accepted).
2. Organizational culture obtained a significant level of $0.000 \leq 0.05$, meaning that organizational culture significantly affects organizational citizenship behavior (H2 accepted).
3. Job satisfaction has a significant level of $0.000 \leq 0.05$, meaning that job satisfaction has a significant effect on organizational citizenship behavior (H3 accepted).

Coefficient of Determination Test

The coefficient of determination is used to measure how far a model can explain the variation of the dependent variable. The results of the determination test in this study can be explained in Table 6 below:

Table 6. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	std. An error in the Estimate
1	.592a	.0347	.328	1,248

Based on the results of the data analysis in table 6 above, the coefficient of determination value is 0.347, which means that the quality of work life can explain the level of organizational citizenship behavior of 34.7%, organizational culture, and job satisfaction, while other factors can explain the remaining 65.3%, not discussed in this study.

Discussion

Based on partial hypothesis testing (H1) results, quality of work life positively and significantly affects organizational citizenship behavior. These results prove that the management of work quality is one of the fundamentals for improving the organizational citizenship behavior of employees at the company. Aspects of the conditions and quality of a good work environment greatly affect employees at work, completing work, achieving company goals, and interacting with other colleagues (Suriyana et al., 2020). The development of good organizational citizenship behavior (OCB) requires the creation of a quality work life. Quality of work life (QWL) is a way of thinking about people, work, and organizations that focuses on the impact of work on workers and organizational effectiveness, besides providing participatory ideas in solving organizational problems and decision-making (Paramitha & Rijanti, 2022).

Quality of work life focuses on respect for humans in the work environment. The important role of the quality of the work-life program is to change the work climate so that the organization technically and humanly can lead to a better quality of work-life. Improving the quality of work life is needed to create job satisfaction as a trigger and shaper of good and quality employee performance. Thus, OCB will increase when the quality of work life is strengthened.

Based on partial hypothesis testing (H2) results, organizational culture positively and significantly affects organizational citizenship behavior. The effectiveness of supervision of organizational culture affects the intensity of employees' organizational citizenship behavior at work. Organizational culture will determine how all employees or all members of the organization do their jobs. Organizational culture also determines how to interact with each other and the outside world, especially with customers, partners, suppliers, media, and all stakeholders. Implementation of organizational culture can reflect the company's core values. This is because running a business, managing workflow, interacting as a team, and treating customers all require a good organizational cultural environment (Butarbutar, Sudirman, et al., 2022). Employees want more than a good steady salary and benefits, they want to feel that what they do is meaningful to the organization. When employees feel meaningful, they are more likely to become advocates of culture, people who not only contribute to a company's organizational culture and promote and live it internally and externally. In other words, the higher the organizational culture in the work environment, the condition will strengthen employees' organizational citizenship behavior in carrying out their duties and responsibilities (Lie et al., 2021).

Based on partial hypothesis testing (H3) results, job satisfaction positively and significantly affects organizational citizenship behavior. Employee satisfaction is very important for organizational citizenship behavior and employee retention. Every company needs to retain decent and talented employees for long-term growth and guaranteed success. If the employees just left after training, the company would be in a good place. Organizations need experienced people who can mentor new employees or newly joined individuals. Employee satisfaction is very important to ensure higher income for the organization. The only amount of training or motivation will help once and when individuals develop feelings of attachment to and loyalty to their organization (Butarbutar, Efendi, et al., 2022). Employees waste half their time fighting with their counter members or solving problems with them. An employee dissatisfied with his job will find problems in every little detail and need to be more flexible. They need help to compromise or cope with the changing times. Thus, the higher the level of employee job satisfaction, this will have the impact on increasing employee organizational citizenship behavior (Sherly et al., 2021).

CONCLUSION

The results of this study concluded that quality of work life, organizational culture, and job satisfaction have a positive and significant effect on organizational citizenship behavior. Willingness or desire, in this case, is encouraged because, in the organization, it is felt that there is harmony and compatibility so that they are willing to make efforts and efforts to achieve organizational goals. Even a desire is meant to be willing to sacrifice time and energy to support his work, all organizational activities, and something believed to bring organizational success. In

organizations, it is often found that employees are quick to respond to problems experienced by other people or employees, then try to help as soon as possible, even without being asked. This indicates that employees with a good quality of work life will likely have strong organizational citizenship behavior for the company. Culture contains values, rules (norms), customs, and other thoughts. Many people bring their own culture into the organization, so many differences must be united in organizational culture. Organizational citizenship behavior cannot be separated from job satisfaction. The existence of job satisfaction is fundamentally embedded in every step of activities and interactions with work settings, colleagues, and superiors. Satisfaction at work that only wants to reach physiological needs, such as eating, drinking, clothing, housing, and health, differs from those whose motivation is to fulfill the need for security. If job satisfaction is higher, organizational citizenship behavior will also be higher.

Furthermore, this study suggests that to increase the quality of work life, companies and the government should adopt wage policies by adjusting competence and the cost of living in each region. This is because the quality of work life is also an important issue for all industries, including manufacturing. On the other hand, for companies with a strong organizational culture during the onboarding process, it is important to present the organizational culture to new employees. They certainly need guidance so they can feel comfortable with the company. The existence of a clear corporate culture will act as a guide for new employees amid a new and diverse atmosphere in the organization. On the other hand, one way you can do to increase satisfaction from employee performance is to accept suggestions made by these employees. Even though sometimes a

company already has goals and targets to achieve, there is nothing wrong with receiving input and suggestions from employees. Therefore, besides just making demands, it is better if sometimes the company also needs to encourage its employees. For further research, the authors recommend future researchers develop variables that are thought to be the main predictors for encouraging organizational citizenship behavior, such as motivation, organizational justice, work discipline, organizational trust, individual characteristics, reward, work environment, and others, so that they can provide complete recommendations regarding the development of human resource performance, especially for employees who have low organizational citizenship behavior.

REFERENCE

- 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*, 2(1), 13–21. <https://doi.org/10.20414/jed.v2i01.1837>
- Al-Musadieq, M., Nurjannah, N., Raharjo, K., Solimun, S., & Achmad Rinaldo Fernandes, A. (2018). The Mediating Effect Of Work Motivation On The Influence Of Job Design And Organizational Culture Against HR Performance. *Journal of Management Development*, 37(6), 452–469. <https://doi.org/10.1108/JMD-07-2017-0239>
- Al-Zu'bi, H. A. (2010). A Study of Relationship between Organizational Justice and Job Satisfaction. *International Journal of Business and Management*, 5(12), 102–109. <https://doi.org/10.5539/ijbm.v5n12p102>
- Anggoro KR, M. Y. A. R., Wahyuni, A., Sudirman, A., Fitriani, F., Lestari, A. S., Manik, E., Wicaksono, T., Wisudawaty, P., & Zulfikar, R. (2022). *MSDM Dalam Organisasi: Konsep Dasar dan Aplikasi* (Vol. 15, Issue 2). Widina Bhakti Persada.
- Arundita, A. R., Subiyanto, D., & Kurniawan, I. S. (2021). Pengaruh Budaya Organisasi Terhadap Organizational Citizenship Behavior Dengan Komitmen Organisasi Sebagai Variabel Mediasi (Studi Kasus Pada Badan Keuangan Dan Aset Daerah Kabupaten Sleman). *Jurnal Fokus Manajemen Bisnis*, 11(1), 1. <https://doi.org/10.12928/fokus.v11i1.3194>
- Azeem, M. S., & Akhtar, N. (2014). The Influence of Work Life Balance and Job Satisfaction on Organizational Commitment of Healthcare Employees. *International Journal of Human Resource Studies*, 4(2), 18–24. <https://doi.org/10.5296/ijhrs.v4i2.5667>
- Banerjee, R., & Banerjee, S. (2013). A Study of Perceived Organizational Justice, Trust, and Organisational Citizenship Behaviour. *IOSR Journal of Business and Management*, 12(4), 36–43. <https://doi.org/10.9790/487x-1243643>
- Butarbutar, M., Efendi, E., Gheta, A. P. K., Agustina, T., & Sudirman, A. (2022). Examining Teacher Job Satisfaction Levels During a Pandemic: The Role of Transformational Leadership, Work-Life Balance and Interpersonal Communication. *Jurnal Pendidikan Progresif*, 12(2), 414–424. <https://doi.org/10.23960/jpp.v12.i2.20220>

- Butarbutar, M., Sudirman, A., Chandra, E., & Sinaga, O. S. (2022). Business Strategy Training for " Yuni Phea " Sewing Business Housewives Group in South Siantar District , Pematang Siantar City. *JPM: Jurnal Pengabdian Kepada Masyarakat Institut*, 3(3), 310–327.
- Caprara, G. V., Barbaranelli, C., Steca, P., & Malone, P. S. (2006). Teachers' Self-Efficacy Beliefs As Determinants Of Job Satisfaction And Students' Academic Achievement: A Study At The School Level. *Journal of School Psychology*, 44(6), 473–490. <https://doi.org/10.1016/j.jsp.2006.09.001>
- DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2016). Fundamentals of Human Resource Management, 12th Edition. In *Human Resource Management* (Issue September).
- Djajasinga, N. D., Sulastri, L., Sudirman, A., Sari, A. L., & Rihardi, L. (2021). Practices in Human Resources and Employee Turnover in the Hospitality Industry. *Proceedings of the 2nd Annual Conference on Blended Learning, Educational Technology and Innovation (ACBLETI 2020) Practices*, 560(Acbleti 2020), 113–117.
- Eslami, J., & Gharakhani, D. (2012). Organizational Commitment and Job Satisfaction. *ARPN Journal of Science and Technology*, 2(2), 138–161. <https://doi.org/10.4018/978-1-61350-207-5.ch008>
- Foote, D. A., Li, T., & Tang, P. (2008). Job Satisfaction And Organizational Citizenship Behavior (OCB): Does Team Commitment Make A Difference In Self-Directed Teams? *Management Decision*, 46(6), 933–947.
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate Program IBM SPSS 23*. Badan Penerbit Universitas Diponegoro.
- Habib, S., Aslam, S., Hussain, A., Yasmeen, S., & Ibrahim, M. (2014). The Impact of Organizational Culture on Job Satisfaction, Employess Commitment and Turn over Intention. *Advances in Economics and Business*, 2(6), 215–222. <https://doi.org/10.13189/aeb.2014.020601>
- Hair, J. F. (2014). *Multivariat Data Analysis 7th Edition*. Pearson Prentice Hall.
- Hartini, H., Sudirman, A., & Wardhana, A. (2021). *MSDM (Digitalisasi Human Resources)*. Media Sains Indonesia.
- Hastuti, N. T., & Wibowo, U. D. A. (2020). Pengaruh Quality Of Work Life (QWL) Dan Organizational Commitment (OC) Terhadap Organizational Citizenship Behavior (OCB) Pada Perawat Tetap. *PSIMPHONI*, 1(1), 1–9.
- Hayati, N. (2020). Pengaruh Persepsi Dukungan Organisasi Dan Budaya Organisasi Terhadap Organizational Citizenship Behaviour Melalui Kepuasan Kerja. *Equilibrium: Jurnal Ekonomi-Manajemen-Akuntansi*, 16(2), 54–61.
- Inrawan, A., Tridianty Sianipar, R., Pandapotan Silitonga, H., Sudirman, A., & Dharma, E. (2022). Predictors Affecting Millennial Generation Work Satisfaction in Pematangsiantar City: a Quantitative Approach. *Applied Quantitative Analysis (AQA)*, 1(2), 1–14. <https://doi.org/10.31098/quant.747>
- Iskandar, I., & Liana, A. (2021). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior Pada PT. Pegadaian Cabang Tenggaraong. *Jurnal Ekonomi & Manajemen Indonesia*, 21(1), 67–83.

- <https://doi.org/10.53640/jemi.v21i1.891>
- Jyoti, J. (2013). Impact of Organizational Climate on Job Satisfaction, Job Commitment and Intention to Leave: An Empirical Model. *Journal of Business Theory and Practice*, 1(1), 66.
<https://doi.org/10.22158/jbtp.v1n1p66>
- Kafui Agbozo, G., Owusu, I. S., Hoedoafia, M. A., & Atakorah, Y. B. (2017). The Effect of Work Environment on Job Satisfaction: Evidence from the Banking Sector in Ghana. *Journal of Human Resource Management*, 5(1), 12–18.
<https://doi.org/10.11648/j.jhrm.20170501.12>
- Ke, W., & Wei, K. K. (2008). Organizational culture and leadership in ERP implementation. *Decision Support Systems*, 45(2), 208–218.
<https://doi.org/10.1016/j.dss.2007.02.002>
- Lie, D., Sherly, Dharma, E., Wakhyuni, E., & Sudirman, A. (2021). Reflections on Teacher Job Satisfaction: The Role of Principal Supervision, Organizational Culture, Motivation, and Compensation. *Jurnal Organisasi Dan Manajemen*, 17(1), 234–248.
<https://doi.org/10.29210/021121jpgi0005>
- Lie, D., Sofiyah, S., Astiti, N. M. A. G. R., Lina, N. P. M., & Sudirman, A. (2022). The Importance of Quality of Work-Life on Teacher Organizational Citizenship Behavior: Consequences of Leader-Member Exchange and Organizational Commitment. *Jurnal Pendidikan Progresif*, 12(3), 994–1007.
<https://doi.org/10.23960/jpp.v12.i>
- Lin, H., Chen, M., & Su, J. (2017). How Management Innovations are Successfully Implemented? An Organizational Routines' Perspective. *Journal of Organizational Change Management*, 30(4), 456–486.
<https://doi.org/10.1108/JOCM-07-2016-0124>
- Lunenburg, F. C. (2011). Organizational Culture-Performance Relationships: Views of Excellence and Theory Z. *National Forum of Educational Administration and Supervision Journal*, 29(4), 1–10.
- Mahmudi, K., & Surjanti, J. (2020). Analisis Pengaruh Kepuasan Kerja, Budaya Organisasi dan Kompetensi terhadap Organizational Citizenship Behavior pada PT. Mubarak Ainama Kunt Surabaya. *Jurnal Ilmu Manajemen*, 8(3), 931.
<https://doi.org/10.26740/jim.v8n3.p931-945>
- Martins, E. C., & Terblanche, F. (2003). Building Organisational Culture that Stimulates Creativity and Innovation. *European Journal of Innovation Management*, 6(1), 64–74.
<https://doi.org/10.1108/14601060310456337>
- Ng'ang'a, M. J., & Nyongesa, W. (2012). The Impact of Organisational Culture on Performance of Educational Institutions. *International Journal of Business and Social Science*, 3(8), 211–217.
http://www.ijbssnet.com/journals/Vol_3_No_8_Special_Issue_April_2012/24.pdf
- Paramitha, L. D., & Rijanti, T. (2022). Pengaruh Quality Of Work Life dan Employee Engagement terhadap Organizational Citizenship Behavior (OCB) dengan Moderasi Resistance To Change (Studi Pada Pegawai Dinas Pendidikan Kota Semarang). *Jurnal Mirai Management*, 7(2), 200–217.
<https://journal.stieamkop.ac.id/index.php/mirai/article/view/2369>

- Robbins, S. P., & Judge, T. A. (2022). *Essentials of Organizational Behavior. Global Edition* (Fifteenth). Pearson Education Limited.
- Romy, E., Pada, A. T., Susanti, N., Umiyati, H., & Sudirman, A. (2022). Analyzing the Antecedents and Consequences of Teacher Job Satisfaction in the Digital 4.0 Era. *Jurnal Pendidikan Progresif*, 12(3), 1282–1299.
<https://doi.org/10.23960/jpp.v12.i3.2022>
- Rulianti, E., & Pardede, R. H. (2022). Pengaruh Komitmen Organisasional, Kepuasan Kerja, dan Budaya Organisasi Terhadap Organizational Citizenship Behavior. *E-QIEN: Jurnal Ekonomi Dan Bisnis*, 10(1), 341–350.
- Satria, P., Matriadi, F., & Maryudi, M. (2021). Pengaruh Personality, Budaya Organisasi Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior Serta Dampaknya Terhadap Kinerja Guru Pada Sekolah Menengah Di Kecamatan Indra Makmur Kabupaten Aceh Timur. *J-MIND (Jurnal Manajemen Indonesia)*, 5(1), 48. <https://doi.org/10.29103/j-mind.v5i1.3425>
- Sherly, S., Lie, D., Candra, V., Siallagan, D. M., & Sudirman, A. (2021). Interpretation of the Effects of Job Satisfaction Mediation on the Effect of Principal Supervision and Compensation on Teacher Performance. *Journal of Educational Science and Technology (EST)*, 7(1), 105–116.
<https://doi.org/10.26858/est.v0i0.19208>
- Sholikah, C. I. R., & Frianto, A. (2022). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior (OCB) Pada Perusahaan Ritel. *Jurnal Ilmu Manajemen*, 10(1), 10–17.
- Simatupang, S., Dharma, E., Ambarita, M. H., Butarbutar, N., & Sudirman, A. (2022). Determinants of Innovative Work Behavior of MSME Employees during the Covid-19 Pandemic in Pematangsiantar City. *Valid: Jurnal Ilmiah*, 20(1), 54–63.
- Sofiyan, S., Agustina, T., Siahaan, R., Simatupang, S., & Sudirman, A. (2022). Testing the Relationship between Employee Engagement and Employee Performance : The Urgency of Self Efficacy and Organizational Justice as Predictors. *The 3rd International Conference on Advance & Scientific Innovation (ICASI)*, 2022(3), 425–440.
<https://doi.org/10.18502/kss.v7i10.11382>
- Stephen, P. R., & Coutler, M. (2009). *Management* (Edisi 8). Pearson.
- Suriyana, N., Wijaya, R. A., & Kumbara, V. B. (2020). Pengaruh Tingkat Quality Of Work Life (QWL), Dan Knowledge Management Terhadap Organizing Citizenship Behavior (OCB) Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada PT. Graindo Mediatam. *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 1(2), 506–515.
<https://doi.org/10.38035/JMPIS>
- Swaminathan, S., & Jawahar, P. D. (2013). Job Satisfaction As A Predictor Of Organizational Citizenship Behavior: An Empirical Study. *Global Journal of Business Research*, 7(1), 71–80.
- Tharikh, S. M., Ying, C. Y., Mohamed Saad, Z., & Sukumaran, K. a/p. (2016). Managing Job Attitudes: The Roles Of Job Satisfaction And Organizational Commitment On Organizational Citizenship Behaviors. *Procedia Economics and Finance*, 35(October 2015), 604–611. [https://doi.org/10.1016/s2212-5671\(16\)00074-5](https://doi.org/10.1016/s2212-5671(16)00074-5)

- Umiyati, H., Sudirman, A., Putri, E. R., Hasbi, I., Rimayanti, Desi Asmaret, H., Zulfah, Adiarsi, G. R., Nugroho, H., & Apriyeni, D. (2022). *Perilaku Organisasional*. Widina Bhakti Persada.
- Wibowo, W. A., Harini, S., Pranitasari, D., Said, M., & Sudirman, A. (2022). Pengaruh Motivasi dan Komitmen Organisasi Terhadap Prestasi Kerja Karyawan Emela Garment Kota Bogor. *Jurnal Akuntansi Dan Manajemen*, 19(2), 104–113.
- Widiyanti, F., & Rizal, A. (2022). Organizational Citizenship Behavior (OCB): Pengaruh Quality Of Work Life Dan Self-Efficacy. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 5(2), 103–111.
- Wulandari, G. V. (2021). Pengaruh Quality Of Work Life dan Work Engagement Terhadap Organizational Citizenship Behavior PT. Bank Central Asia, TBK KCU Depok. *JIMEN Jurnal Inovatif Mahasiswa Manajemen*, 1(3), 256–265.
- Yulianto, N. A. B. (2021). Pengaruh Kepuasan Kerja Terhadap Organizational Citizenship Behavior (OCB) Islam. *Perwira Journal of Economics and Business (PJEB)*, 1(2), 41–47.
- Zeinabadi, H., & Salehi, K. (2011). Role Of Procedural Justice, Trust, Job Satisfaction, And Organizational Commitment In Organizational Citizenship Behavior (OCB) Of Teachers: Proposing A Modified Social Exchange Model. *Procedia - Social and Behavioral Sciences*, 29(Iceepsy), 1472–1481. <https://doi.org/10.1016/j.sbspro.2011.11.387>