

# INFLUENCE OF ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE OF RURAL BANK REGION KARANGANYAR WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS VARIABLE INTERVENING

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**ABSTRAK:** Banks are a form of company in the field of services. Human resources are a very valuable asset for companies in the field of services because this type of company sells services. The work performance of the employee will be reflected in the service he provides to the customer. This research aims to find out the influence of organizational commitment, job satisfaction and Organizational Citizenship Behavior (OCB) on Employee Performance. The population of this study amounted to 176 employees of Rural Bank Region Karanganyar and the sample in this study was 122 employees. Data analysis used with SEM analysis tools. The results of the analysis concluded that organizational commitment, job satisfaction, organizational citizenship behavior have a significant effect on employee performance.

**Keywords:** organizational commitment, job satisfaction, Organizational Citizenship Behavior employee performance.

## I. PENDAHULUAN

Banks are a form of company in the field of services. Human resources are a very valuable asset for companies in the field of services because this type of company sells services. The work performance of the employee will be reflected in the service he provides to the customer. If the performance provided is not satisfactory, then the customer will not do business again with the company. So it can be seen that the work performance of employees is very influential on the survival of banking companies

In addition, organizational commitment can also affect performance. For the survival of the organization, not least the organization in the banking world, commitment is a prerequisite for maintaining the survival, stability, and development of the organization itself. Employees who are committed to the organization will feel happy to be part of the organization. The results of Abdul, Syardiansah & Muhammad (2019) stated that organizational commitment has a positive effect on employee performance. While the results of research from Herningtyas (2017) showed that organizational commitment has no effect on employee performance.

Then job satisfaction can also affect employee performance. In general, a worker who has a high level of satisfaction with his job then he will have a positive attitude towards his work. Luthans (2006) argues that satisfaction is related to employee attitudes toward work, and commitment has to do with organizational level, but the strong relationship between job satisfaction and organizational commitment has been known for many years. This makes the author interested in researching these two interrelated variables. According to Sukidi & Farid (2016) job satisfaction has a positive and significant effect on employee performance. Meanwhile, according to Erline (2017) based on the results of track analysis it is known that job satisfaction has a negative and significant effect on performance.

*Organizational citizenship behavior (OCB) is an extra individual behavior, which is not directly or explicitly recognizable in a formal work system, and which is aggregated to improve the effectiveness of organizational functions (Organ, 1988). Organizations generally believe that to achieve excellence must strive for the highest level of individual performance, because basically individual performance affects the performance of a team or work group and ultimately affects the overall performance of the organization. If the company has a carywan with a high level of OCB will affect the company's performance so that it is better at serving custom*

According to Luthans (2006) in his book explained that, job satisfaction and organizational commitment are clearly related to OCB. OCB is also concerned with organizational performance and effectiveness. Based on research conducted by Nurnaningsih (2017) it can be known that there is a positive and significant influence on

organizational citizenship behavior (OCB) on employee performance, while research conducted by Rahayu & Hasan (2015) states that OCB has a significant effect on employee performance.

One of the variables that has a close relationship with OCB is organizational commitment. Organizational commitment is "the collection of feelings and beliefs that people have about their organization as a whole (George and Jones, 2006)". It is a collection of feelings and beliefs that these people have the organization as a whole. Employees who have organizational commitments will perform tasks that are not only tasks that have become their obligations, but also do other work, where if there are employees who are unable to do a job, then this committed employee tends to help his colleagues to achieve the goals expected by the organization without comparing their abilities with other employees.

Basically that a person in work will feel comfortable and high loyalty to his organization, if in his work feel satisfaction in accordance with what he wants. Handoko (2002) states that job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. If a person feels satisfied from the work he has done so far, then it is enough to be his motivation to stay and survive all the conditions of concern that must be accepted. Job satisfaction will be felt if the person concerned feels satisfaction, among others, the payment, the job itself, the promotion that will be obtained, the boss at his workplace and also fellow employees.

PT. BPR BANK KARANGANYAR is a rural banks owned by the Government of Karanganyar Regency, Central Java province. As a micro-banking financial institution. PT. BPR BANK KARANGANYAR has a commitment and active role in socio-economic development and makes an important contribution in the development of karanganyar community in particular. As a Bank owned by the Government of Karanganyar Regency, PT BPR BANK KARANGANYAR plays a role in increasing regional per capita income, welfare and community independence through products offered to the community, the target of small and medium economic communities and business groups in the Karanganyar Regency area.

Measures of Human Resource performance at PT BPR BANK KARANGANYAR Include the achievement of quantitative and qualitative targets adjusted to targets and job descriptions (including target funding, lending, NPL quality, SOP compliance, profit achievement). Performance is evaluated at the beginning of each month on the previous month's performance by providing incentive rewards for performance achievements, and those who have not reached the target are given coaching, consulting, and mentoring, as well as a commitment to improve in the future along with the risk of punishment if they are unable to meet the target.

## **II. PROBLEM FORMULATION**

Employee performance is an achievement that becomes a benchmark for the success of an organizational management system, so it requires planning and maintenance of resources to achieve it. Based on the above description, the research problem is: whether commitment, job satisfaction and Organizational Citizenship Behavior (OCB) have a significant effect on employee performance of PT BPR Bank Daerah Karanganyar.

## **III. RESEARCH PURPOSES**

This research aims to find out the influence, organizational commitment, job satisfaction and Organizational Citizenship Behavior (OCB) on employee performance of PT BPR Bank Daerah Karanganyar.

## **IV. LITERATURE REVIEW**

### **Employee Performance**

The word performance is a translation of English, work performance or job performance but in English it is often shortened to performance only. Performance in Indonesian is also called work performance. Performance or performance is defined as an expression of ability based on knowledge, attitude, skills and motivation in producing something. Performance issues always get attention in management because they are closely related to the productivity of institutions or organizations (Hasibuan, 2014: 89). Based on the understanding of performance, the main factors that affect performance are ability and willpower. It is recognized that many people are able but unwilling so it still does not produce performance. Similarly, many people want but are not able to still not produce any performance. Another definition of performance is "An achievement of certain job requirements that can finally be directly reflected in the output produced both quantity and quality" (Simamora, 2012: 423). "Employee performance (work performance) is the result of quality and quality work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him" (Mangkunegara, 2013: 9).

The elements of employee achievement that are assessed by each organization or company are not always the same, but basically the elements that are considered include as the things above. Likewise to assess the performance of employees, the elements described above can be used by managers to conduct assessments but of

course related to their profession as employees. In carrying out their duties, employees are not in an empty environment. The employee is part of a "big machine" in the organization, and therefore he is attached to the signs that have been set in the organization about what he should do. Things as usual anywhere, but in the context of employee professionalism where the profession is considered a professional job, then the employee is required to be professional in carrying out his duties. The leaders of the organization are well aware of the performance regulations between one employee and another who are under his supervision. Although employees work in the same place, their productivity is not the same. Sedarmayanti (2011: 42), factors that affect performance include: 1) Attitude and mentality (work motivation, work discipline, and work ethic), 2) Education, 3) Skills, 4) Leadership management, 5) Income level, 6) Salary and health, 7) Social security, 8) Work climate, 9) Facilities and infrastructure, 10) Technology, and 11) Achievement opportunities

### **Commitment**

Luthans (2006) defines that organizational commitment means: a. Strong desire to remain as a member of a particular organization, b. The desire to strive according to the organization's wishes, c. certain beliefs, and acceptance of the organization's values and goals. Based on the above definition it can be concluded that organizational commitment is when the employee has a dedication to the organization in which he works and willingness to work for the benefit of the organization and maintain its membership. Employees who are committed to the organization will feel happy to be part of the organization. Not much different from Luthans' statement, Porter & Smith in Mowday (1979) defines organizational commitment as the relative strength of identifying individuals with involvement in a particular organization. It can be characterized by at least three related factors: (a) strong trust and acceptance of the organization's goals and values (b) willingness to exert considerable effort on behalf of the organization (c) a strong desire to maintain membership in the organization. Meyer and Allen in Luthans (2006) explained that organizational commitment is multidimensional, so there are three dimensions: (a) Affective commitment, is employee emotional attachment, identification, and involvement in the organization, (b) Continuation commitment is a commitment based on losses related to the exit of employees from the organization. This may be due to the loss of seniority over seniority over promotion or benefit. Normative commitment is the feeling of being obliged to remain in the organization because it has to be; This action is the right thing to do.

### **Job satisfaction**

In general, a worker who has a high level of satisfaction with his job then he will have a positive attitude towards his work. It's also the opposite. According to Hani (2000) job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. Job satisfaction reflects a person's feelings about his or her job. This appears in the employee's positive attitude towards work and everything he or she is faced in their work environment.

Meanwhile, according to Mangkunegara (2008), Job Satisfaction or job satisfaction is a feeling that supports or does not support the employee who is related to his work or to his condition. Work-related feelings involve aspects such as wages or salaries received, career development opportunities, relationships with other employees, work placements, job types, corporate organizational structure, quality of supervision. While the feelings related to him, among others, age, health conditions, abilities, education.

Job satisfaction can be defined as feeling satisfied or dissatisfied with a job. In measuring a person's satisfaction or not of his work, an indicator can be used as a reference whether the person is satisfied or dissatisfied with his work. Luthans (2006) said that there are several indicators of job satisfaction, including: (a) The job itself (b) Salary (c) Promotion (d) Supervision (e) Working Group (f) Working Conditions

If working conditions are good (e.g. clean and environmentally supportive), individuals will more easily get their work done. If working conditions are poor, (e.g. hot air, and noisy environments) individuals will find it more difficult to complete their work. The effect of working conditions on job satisfaction is the same as the work group on job satisfaction, if things go well there is no problem of job satisfaction, if things go badly, dissatisfaction problems will arise.

### **Organizational Citizenship Behavior.**

Organizational citizenship behavior is a person's behavior without expecting feedback such as rewards from organizations or companies. This voluntary behavior is thought to affect the performance of employees and the organization. Voluntary is the behavior is not a demand or job description that is mandatory or coercive. In other words, OCB can be intended as the behavior of someone who is sincere in working.

Luthans (2006), defines five categories broadly in Organizational Citizenship Behavior, namely: (a) Altruism (e.g., assisting when co-workers are unwell) (b) Earnestness (e.g., overtime to complete projects) (c) Public interest (e.g., willingly representing companies for joint programs) (d) Sportsmanship (e.g., participating in the

failure of a team project that may succeed by following member advice) (e) Polite (e.g., Understand and empathize even when criticized).

### **Hypothesis**

#### **The impact of organizational commitment on employee performance**

Organizational commitment is defined as a situation in which an employee sided with a particular organization and its goals and desire to maintain membership in that organization. So, high job engagement means siding with a person's particular individual's job, while a high organizational commitment means siding with the organization that recruits that individual. (Robbins, 2008: 118). While Sopiah (2008) provides a definition of organizational commitment is the degree to which employees trust and accept the goals of the organization and will remain or not want to remain in the organization. Workers identifying with the organization demonstrates that it mixes well and in accordance with the organization's ethics and expectations that they experience a feeling of unity with the company. Previous research supporting the impact of organizational commitment to performance was conducted by Herningtyas (2017) and Renyut, et al (2018) in their research mentioned that organizational commitment has a significant effect on employee performance. Based on this explanation, the hypotheses in this study are:

**H<sub>1</sub>:** Organizational commitment has a significant effect on the performance employees of Rural Bank Region Karanganyar

#### **Effect of Job Satisfaction on Employee Performance.**

Employees who feel satisfied with the company will provide services to the company by maximizing its performance. This indicates that the higher the employee's job satisfaction, the employee will show their best performance. Therefore, the company in an effort to improve employee job satisfaction must always implement the career system and compensate employees well, there is a good relationship between colleagues, a boss attitude that is always motivating, and a conducive physical work environment, it makes employees feel safe and comfortable at work. The impact is, employees will work as well as possible and always try to work optimally, it has an impact on increasing employee performance. Employees who feel satisfied with the company will provide services to the company by maximizing its performance, this is supported by the results of research conducted by Widyastuti (2015) and Sari (2018) which states that job satisfaction has a significant effect on employee performance. Based on this explanation, the hypotheses in this study are:

**H<sub>2</sub>:** Job satisfaction has a significant effect on the performance employees of Rural Bank Region Karanganyar

#### **The Effect of Organizational Citizenship Behavior on Employee Performance.**

According to Luthans (2014: 251) the OCB is "the contribution of employees beyond the formal job description, which is done voluntarily, which is formally not recognized by the reward system, and contributes to the effectiveness and efficiency of the functioning of the organization". Given the many unwanted obstacles in the organization, OCB behavior can minimize the decline in company performance. Robbins and Judge (2015: 19) argue that successful organizations need employees who do more than their usual job responsibilities that will deliver above expectations. This is in line with the results of research Widyastuti (2015), Sari (2018), Arianto (2017), Margahana (2018) and Suhardi (2019) which showed that there is a significant influence of OCB on employee performance. Based on this explanation, the hypotheses in this study are:

**H<sub>3</sub>:** Organizational citizenship behavior has a significant effect on the performance employees of Rural Bank Region Karanganyar

### **Framework of Thought**

Sustainable organizational performance is the key to the existence of a corporate organization in achieving goals, so the frame of mind about sustainable organizational performance improvement strategies is as follows.

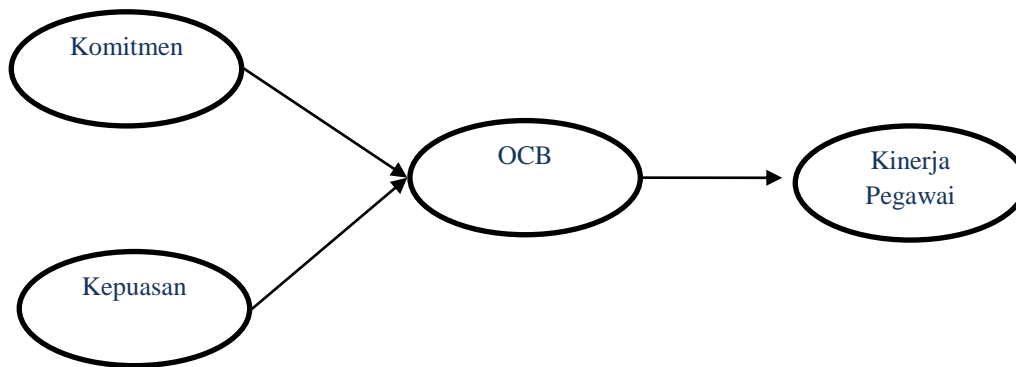


Figure 1. Framework of Thought

**V. RESEARCH METHODOLOGY**

Methods in research is a way that is done scientifically to obtain data that is in accordance with the purpose of the implementation of a study.

**Research Design**

The approach used in this research is a quantitative approach with a type of associative research. This design aims to know the relationships that occur between variables. Associative research design with quantitative approach to this research was conducted in order to analyze the influence of organizational commitment, job satisfaction and organizational citizenship behavior (OCB) on employee performance of Rural Bank Region Karanganyar

**Research Limitations**

Research related to the performance of this sustainable organization was conducted on employees of PT BPR Bank Daerah Karanganyar. As for focusing more on conducting discussions, this research is limited to the influence of organizational commitment, job satisfaction and organizational citizenship behavior (OCB) on employee performance of Rural Bank Region Karanganyar

**Operational Definition and Variable Measurement**

Operational definition is the value or nature of the research object that has variations to be studied in depth researchers, The operational definition in this study is as follows.

1. Employee Performance  
 Employee performance is the result of work in quality and quantity achieved by employees of Rural Bank Region Karanganyar in carrying out their duties in accordance with the responsibilities given to him. Employee performance variables are measured using the Likert scale. The employee performance indicators used in the study consist of the following aspects:
  - a) Quantity of work
  - b) Quality of work
  - c) Utilization of time
  - d) Attendance level
  - e) Cooperation (Mathis and Jackson, 2013: 78)
2. Organizational Commitment  
 Organizational commitment is a psychological bond of employees of PT BPR Bank Daerah Karanganyar in the organization characterized by a trust and acceptance of the goals and values of the organization, a willingness to use earnest efforts for the benefit of the organization, a desire to maintain membership in the organization. Indicators of Organizational Commitment:
  - a) There is strong belief and acceptance of the organization's goals and values.
  - b) There is a desire to exert effort for the organization.
  - c) There is a desire to maintain membership in the organization (Steers, in Yuwono, 2015).
3. Job Satisfaction



Job satisfaction is a form of feeling and expression of employees of PT BPR Bank Daerah Karanganyar when able to meet the expectations of the work process and performance. The job satisfaction variable is measured using the Likert scale. Job satisfaction indicators are as follows:

- a) The work itself (the work itself)
  - b) Wages (pay).
  - c) Promotion opportunities.
  - d) Supervision (supervision).
  - e) Working group (work group).
  - f) Working conditions (Luthans, 2014: 231-232).
4. Organizational Citizenship Behavior  
Organizational Citizenship Behavior is a positive behavior, in this case is the behavior of employees of PT BPR Bank Daerah Karanganyar in helping the work of other individuals shown by someone in an organization. Organizational Citizenship Behavior variables are measured using the Likert scale. Organizational Citizenship Behavior indicators used in the study:
- a) Altruism (helpful behavior)
  - b) Conscientiousness (cautionary conduct)
  - c) Sportmanship (tolerance behavior)
  - d) Courtesy (respecting relationships)
  - e) Civic Virtue (following organizational change) (Luthans, 2014: 255).

#### **Population, Sample and Data Retrieval Techniques**

Populations are objects and subjects that have the potential to be studied in research. The population of this study is an employee of PT BPR Bank Daerah Karanganyar which amounted to 176 people. The determination of sample size in this study was done using the following Slovin formula (Sugiyono, 2016: 57). Based on the results of the calculation above, the number of samples in this study was 122 employees of PT BPR Bank Daerah Karanganyar. The sampling technique in this study used probability sampling which is a sampling technique that provides an equal opportunity for each element of the population to be selected as a member of the sample.

#### **Data Analysis**

The data analysis used to determine the influence of organizational commitment, job satisfaction and Organizational Citizenship Behavior is with SEM analysis tools.

### **VI. HYPOTHESIS TESTING**

Statistical tests are performed by observing the level of significance of the relationships between variables indicated by C.R which is identical to the t-test in regression and its probability value (P). A significant relationship is characterized by a C.R value greater than 1.96 and a P value smaller than 0.05. Further explanation of the regression weight evaluation analysis can be outlined and explained as follows:

- a) Organizational commitment variables have a significant effect on employee performance due to the significance of C.R(3.021) > 1.96 and probability value =0.012<0.05. Hence the first hypothesis of H1: organizational commitment has a significant effect on employee performance
- b) The job satisfaction variable has a significant effect on employee performance due to the significance of C.R (3,763) > 1.96 and the probability value =0.000 <0.05. Then the second hypothesis of H2: job satisfaction has a significant effect on employee performance.
- c) Organizational citizenship behavior variables have a significant effect on employee performance due to the significance of C.R (2,752) > 1.96 and probability value = 0.004<0.05. Thus the third hypothesis of H3: Organizational citizenship behavior has a significant effect on employee performance.

### **VII. DISCUSSION**

The results of this study explained that there is a significant influence between organizational commitment, job satisfaction and Organizational citizenship behavior on the performance of employees of Rural Bank Region Karanganyar. Therefore, it is expected to further improve employee performance through organizational commitment, job satisfaction and Organizational citizenship behavior. What can be explained related to the findings of this study is that company employees feel uncomfortable in working due to the threat of demotion. This situation triggers employees to have a low commitment that certainly has an impact on employees not performing well, as well as indifference to the company and irresponsible attitude towards the achievement of company goals.

Job satisfaction is an individual thing. A person has different levels of satisfaction according to the value system that applies to him. An individual will feel satisfied or dissatisfied is something personal, depending on how

he perceives the conformity or conflict between his desires and the results of his output. As long as the individual considers there is a conformity between desire and the results of his output, then the individual remains satisfied with his work. This will not affect its performance, whether it is lower or improve performance. In this researcher the supervision and direction of supervisors towards subordinates is less intensive. Employees are only given one briefing and the next supervisor only supervises or monitors the work. In addition to supervision and direction, work factors, promotional opportunities, and coworkers trigger employee distaste for performance.

The variable forming the OCB is related to employee performance. In this study, willingness and sincerity towards the company greatly affect employee performance so that employee loyalty to the company is created. This is demonstrated by the employee's attitude to company regulations despite not being supervised and sanctioned, employee participation in company activities as well as voluntary initiatives and attitudes in improving how to complete work effectively.

### **VIII. CONCLUSION**

The conclusions of this study are: Organizational commitment, Job Satisfaction, Organizational Citizenship Behavior has a significant effect on employee performance at Rural Bank Region Karanganyar

### **IX. SUGGESTION**

For the director of Rural Bank Region Karanganyar is expected to increase organizational commitment, job satisfaction and Organizational citizenship behavior of employees of Rural Bank Region Karanganyar to improve the performance of their employees. For further researchers: with the same theme, it is advisable to conduct a study of variables that were not studied in this study, with a larger sample number, adding and varying other variables that can affect performance and can combine data collection with in-depth interview methods so as to provide more information and can be revealed factually.

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