

The Influence of Job Satisfaction and Work-Life Balance on Organizational Citizenship Behavior (OCB) through Organizational Commitment in PT FLTU Employees

Rena Saputri Hilaria Sitanggang¹, Setyo Riyanto²

¹(Faculty of Economy and Business, Mercu Buana University, Jakarta, Indonesia)

²(Faculty of Economy and Business, Mercu Buana University, Jakarta, Indonesia)

*Corresponding Author: Rena Saputri Hilaria Sitanggang¹

ABSTRACT : *The research conducted aims to determine how Job Satisfaction and Work-Life Balance affect Organizational Citizenship Behavior (OCB) through Organizational Commitment in PT FLTU Employees. The object of this research is all permanent employees who work at PT FLTU with a sample size of 81 employees. The data analysis method used for this research is the Structural Equation Model Partial Least Square (SEM-PLS) with the help of the SmartPLS 4.0 application. The results of the study indicate that directly Job Satisfaction and Work-Life Balance have a positive effect on Organizational Citizenship Behavior (OCB). Indirectly Job Satisfaction and Work-Life Balance have a positive effect on Organizational Citizenship Behavior (OCB) through Organizational Commitment. To increase employee Organizational Citizenship Behavior (OCB), PT FLTU can optimize job satisfaction by paying attention to fair and merit-based promotions and improve Work-Life Balance by paying attention to involvement balance in the form of psychological involvement and commitment so that employees feel that the problems owned by the company are their problems as well as to increase employee OCB.*

KEYWORDS - *Job Satisfaction, Work-Life Balance, Organizational Commitment, and Work-Life Balance.*

I. INTRODUCTION

PT FLTU is a soybean importer company that provides transportation or logistics services for the delivery of bulk goods and other goods from the port to the warehouse or from the warehouse to another warehouse. This company requires good and maximum performance from employees, so it requires high organizational commitment obtained by employee Work-Life Balance to realize the expected behavior of company employees. Based on the company's secondary data, Organizational Citizenship Behavior (OCB) has one dimension, namely awareness or self-control, namely disciplinary behavior at work. This is presented in the data of late employees and employees who leave early at the PT FLTU company for the period July – September 2022, presented in the following table.

Table .1 Late employees and early departures PT. FLTU July- September 2022

No	Month	Total Employees	total late	%	go home early	%
1.	April	110	52	47	15	14
2.	May	110	57	57	10	9
3.	June	110	62	62	13	12
Average				55%		12%

Source: Section Head HRD PT FLTU Year 2022

In the table, it can be seen that the average level of tardy employees at PT FLTU during the period July - September 2022 was 55%, each month the average presentation experienced ups and downs but in general it tended to increase due to the arrival of employees above at 08.00 WIB. When going home, employees also leave the office before the specified time of 17.00 WIB with an average of 12%, each month experiencing an unequal percentage. In addition, when employees do not feel afraid if they have to leave the company (continuance commitment), they will easily move to other companies to get a better career. If this happens, the company will experience a loss, because if the employees in the company are decreasing, it means that the company's employees need new employees, the company will also need costs to carry out recruitment until it finally finds

the right one for its needs. The following is the number of PT FLTU employees who entered and left in 2022 for the period January - June, which can be observed in Table 2 below.

Table 2. Employee data in and out of PT FLTU for the period January - June 2022.

No	Month	Total Employee	Exit Employee	Employee Login
1.	January	114	4	2
2.	February	112	-	-
3.	March	112	2	-
4.	April	110	1	1
5.	May	110	2	2
6.	June	110	2	2

Source: Section Head HRD PT FLTU Year 2022

Data for six months states that the number of employees leaving the company is more than the number of new employees entering the company, this condition also causes losses to the company. Based on the phenomena that occur, the conclusion that can be obtained according to the table above is that what is needed by the company focuses on job satisfaction and organizational commitment, namely by making employees feel satisfied in doing work, will make employees feel unwilling if they have to leave the company, make good use of time so that they can provide maximum dedication to the attitude or behavior of employees towards the company or Organizational Citizenship Behavior (OCB).

According to previous research, several variables have an influence on OCB that need to be developed in the latest research, including Job satisfaction and Work-life balance are studied as variables that have direct or indirect effects on mediated Organizational commitment. The phenomena covered in this study have been studied before. The results of previous research conducted by Huda (2018) that job satisfaction has a positive and significant effect on organizational commitment. Meanwhile, research conducted by Utomo (2019) found that there was no significant effect of job satisfaction on organizational commitment. Based on the results of a preliminary survey conducted on 30 employees of PT FLTU, it was found that job satisfaction, work-life balance, organizational commitment, and employee OCB were low. Thus, researchers are interested in researching the effect of job satisfaction, work-life balance through organizational commitment on organizational citizenship behavior (OCB).

II. THEORITICAL REVIEW

A. Organizational Citizenship Behavior

Robbins and Judge (2013) argue that Organizational Citizenship Behavior (OCB) is a behavior or attitude chosen by employees that is not part of the formal duties and responsibilities of the company but has an impact or influence on business operations. The theory of Robbins and Judge (2013) also states that OCB can be the behavior of a person who has the freedom to choose, which indirectly provides effectiveness to the efficiency of organizational operations; OCB is a behavior that can provide benefits to the organization, such as helping colleagues voluntarily, lightening the burden on colleagues, not taking much time off, always asking for assignments, and not burdening other people's work.

B. Organizational Commitment

Theorists Robbins and Judge (2017), state that the definition of organizational commitment is the extent to which an employee can identify himself with the company and its goals, as well as his desire to remain part of the organization he is in. The definition of organizational commitment according to Kreitner and Kinicki (2014) is how a person can identify himself with the organization and commit to its goals. According to Ozden (2012, Arumi, 2019), another view states that the issue of organizational commitment needs to be considered and prioritized so that successful employees can continue to achieve maximum results for the organization.

C. Job Satisfaction

Robbins & Judge (2015: 46) state, job satisfaction is a positive feeling towards a job that comes from appreciation of its qualities. Job satisfaction is defined as an employee's (positive) attitude towards his job, which comes from an evaluation of the work situation. This assessment can be done concerning the job itself. Appreciation is given in recognition of achieving significant value in the job. Whether a person is satisfied or

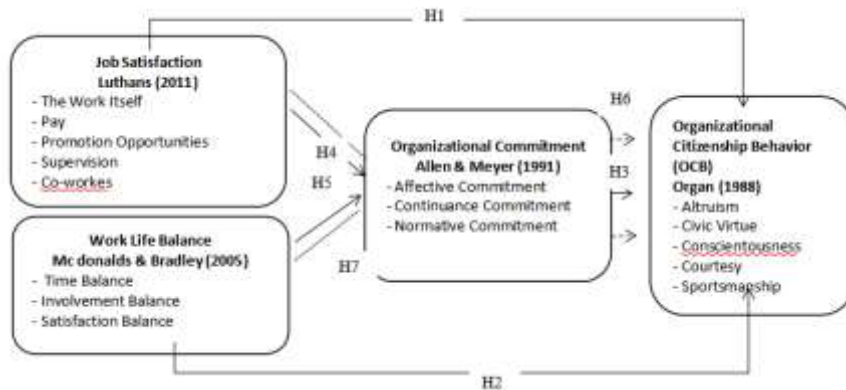
dissatisfied with his job is a relative thing, which depends on how a person perceives the suitability or conflict between the desired thing and the result (acceptance).

D. Work-Life Balance

Work-life balance is an important factor for every employee so that employees have a good quality of life and balance with family and work. Robbins and Coulter (2021: 358) also state that the Work-life balance program includes resources for childcare and childcare, care, employee health and well-being, relocation, and others. On the other hand, according to the company, work-life balance is a challenge to create a supportive work culture within the company that allows employees to focus on doing their work when working.

Conceptual Framework

Based on the theoretical studies that have been described and based on previous research, the following framework is prepared as a basis for conducting further research:



- H1: Job Satisfaction has a positive effect on Organizational Citizenship Behavior (OCB)
- H2: Work-life Balance has a positive effect on Organizational Citizenship Behavior (OCB)
- H3: Organizational Commitment has a positive effect on Organizational Citizenship Behavior (OCB)
- H4: Job Satisfaction has a positive effect on Organizational Commitment
- H5: Work-Life Balance has a positive effect on Organizational Commitment
- H6: Job Satisfaction has a positive effect on Organizational Citizenship Behavior (OCB) through Organizational Commitment
- H7: Work-life balance has a positive effect on Organizational Citizenship Behavior (OCB) through Organizational Commitment.

III. METHOD

The method used in this research is a quantitative method which is a scientific method using numerical data that can be processed and analysed in statistics. The author sends a link to the questionnaire through the Group. The author uses 81 respondents who are the entire population as valid saturated sampling for analysis. In analysing the data, the authors used the Partial Least Square (PLS)-Structural Equation Modeling (SEM) technique with SmartPLS 4.0 to assess the measurement and structural models. This relationship exists between one or more independent variables and one or more dependent variables.

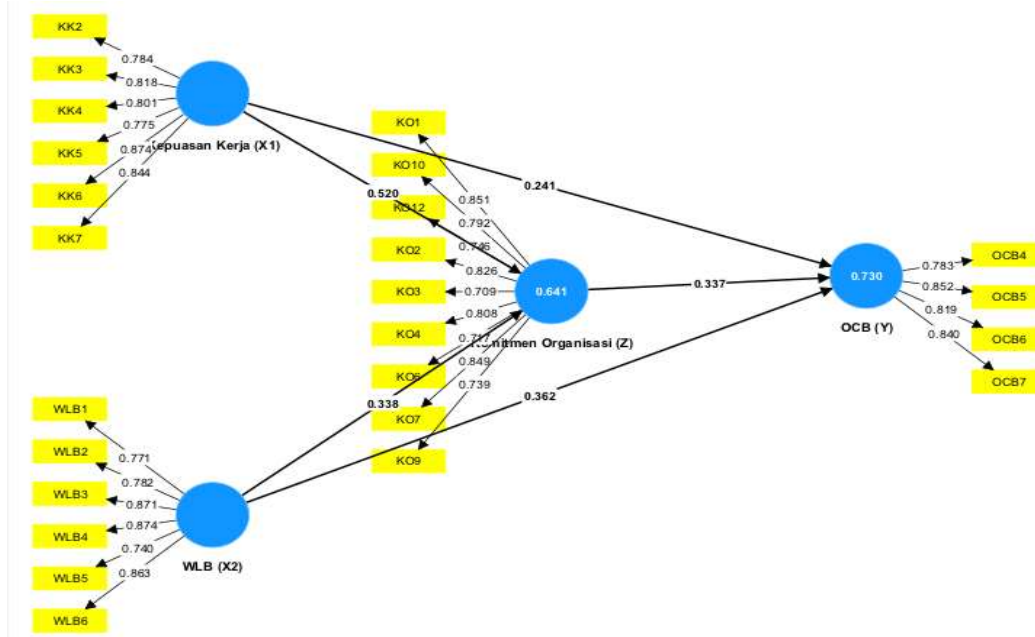
IV. RESULT AND DISCUSSION

Based on the data collected and the results of the calculation, the research findings are grouped into 4 sections, namely based on gender dominated by male (42) employees or 52% and female 39 employees or 48%, based on age, it was found that respondents with ages 18-25 years were 37 respondents (46%), respondents with an age range of 26-35 years were 36 respondents (44%), ages 36-47 years were 7 respondents (9%) and above 47 years were 1 respondent (1%), based on the latest level of education, respondents with high school education levels were 7 respondents (9%), respondents with D3 / S1 education level as many as 71 respondents (88%), with S2 education level as many as 2 people (2%) and S3 education level with 1 respondent (1%) and based on the length of time working, it was found that respondents with a vulnerable length of work for 0-2 years were 43 respondents (53%), respondents with 2-3 years of work were 13 people (16%), respondents who had worked for

3-4 years were 11 people (14%) and those who had worked for more than 4 years at FLTU were 14 respondents (17%).

1. Validity Test

A. Convergent Validity Testing Results



Source: SmartPLS 4.0 Data Processing Results in 2023

Table 3. Results of data processing outer model final evaluation

Variable	dimensions	Indicator code	Outer Loading	Cronbach's alpha	Composite reliability	AVE
Job Satisfaction	The Work it self	JS2	0.784	0.900	0.923	0.667
		JS3	0.818			
	Pay	JS4	0.801			
		JS5	0.775			
		JS6	0.874			
Promotion Opportunities	JS7	0.844				
Work Life Balance	Time Balance	WLB1	0.771	0.901	0.924	0.670
		WLB2	0.782			
	Involvement Balance	WLB3	0.871			
		WLB4	0.874			
		WLB5	0.740			
Satisfaction Balance	WLB6	0.863				
Organizational Commitment	Affective Commitment	OC1	0.851	0.921	0.934	0.614
		OC2	0.826			
		OC3	0.709			
		OC4	0.808			
	Continuance commitment	OC6	0.717			
		OC7	0.849			
	Normative commitment	OC9	0.739			
OC10		0.792				
Organizational Citizenship Behavior (OCB)	Civic Virtue	OC12	0.746	0.843	0.894	0.679
		OCB4	0.783			
		OCB5	0.852			
		OCB6	0.819			
	Courtesy	OCB7	0.840			

Source: SmartPLS 4.0 Data Processing Results in 2023

Based on the results of the final evaluation, the loading factor values are convergently valid, and discriminantly valid or the HTMT (Heteroit Monorait Ratio) value is appropriate because the HTMT (Heteroit Monorait Ratio) value is below 0.9.

B. Discriminant Validity Testing Results

a) HTMT (Heteroit Monorait Ratio)

The first stage in the validity test is a test that focuses on the Heterotrait-Monotrait Ratio (HTMT) value. According to Hair et al. (2021), the eligible HTMT value must be below 0.9.

Table 4. Heteroit Monorait Ratio (HTMT) calculation results

	Job Satisfaction (X₁)	Work-Life Balance (X₂)	Organizational Citizenship Behavior (Y)	Organizational Commitment (Z)
Job Satisfaction (X ₁)				
Work-Life Balance (X ₂)	0.803			
Organizational Citizenship Behavior (Y)	0.868	0.881		
Organizational Commitment (Z)	0.827	0.757	0.863	

Source: SmartPLS 4.0 Data Processing Results in 2023

The Heterotrait-Monotrait Ratio value in Table 4.8 is below 0.9, so it is concluded that the research model of the 4 variables listed above is valid.

b) Fornell Lacker

Fornell-Larcker Criterion is the next validity test. This test shows that valid variables must have a correlation value that is greater than the correlation value between different variables.

Table 5. Fornell Lacker Calculation Results

	Job Satisfaction (X₁)	Work-Life Balance (X₂)	Organizational Citizenship Behavior (Y)	Organizational Commitment (Z)
Job Satisfaction(X ₁)	0.817			
Work-Life Balance (X ₂)	0.727	0.819		
Organizational Citizenship Behavior (Y)	0.763	0.779	0.824	
Organizational Commitment (Z)	0.766	0.716	0.781	0.784

Source: SmartPLS 4.0 Data Processing Results in 2023

In this table, it can be seen that the correlation value of the association construct is greater than that of other constructs, so it can be concluded that the discriminant value of the model has met the requirements as a valid variable.

c) Cross Loading

Table 6. Results of Cross-Loading Calculation

	Job Satisfaction (X₁)	Work Life Balance (X₂)	Organizational Citizenship Behavior (Y)	Organizational Commitment (Z)
JS2	0.784	0.575	0.581	0.587
JS3	0.818	0.579	0.554	0.566
JS4	0.801	0.565	0.671	0.546
JS5	0.775	0.600	0.606	0.693
JS6	0.874	0.625	0.648	0.703
JS7	0.844	0.612	0.667	0.640
OC1	0.685	0.631	0.735	0.851
OC2	0.627	0.655	0.624	0.826
OC3	0.611	0.530	0.571	0.709
OC4	0.644	0.711	0.719	0.808
OC6	0.425	0.331	0.408	0.717
OC7	0.607	0.577	0.612	0.849
OC9	0.630	0.609	0.645	0.739
OC10	0.585	0.402	0.516	0.792
OC12	0.517	0.473	0.576	0.746
OCB4	0.662	0.730	0.783	0.687
OCB5	0.680	0.630	0.852	0.717
OCB6	0.563	0.581	0.819	0.582
OCB7	0.590	0.607	0.840	0.566
WLB1	0.463	0.771	0.542	0.425
WLB2	0.594	0.782	0.599	0.536
WLB3	0.655	0.871	0.721	0.649
WLB4	0.555	0.874	0.659	0.621
WLB5	0.625	0.740	0.568	0.563
WLB6	0.656	0.863	0.709	0.681

Source: Smart PLS 4.0 Data Processing Results in 2023

Based on the results of data processing which shows the cross-loading value presented in Table 4.10, it can be seen that the correlation value of the construct with its indicators is higher than the correlation value with other constructs, so it is concluded that all constructs or latent variables are appropriate and meet the requirements of valid and good.

2. Reliability Test

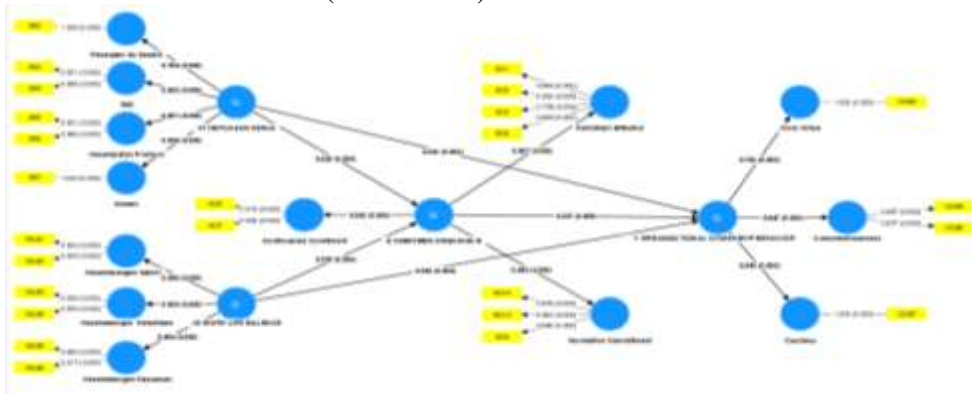
Table 7. Reliability test results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	The average variance extracted (AVE)
Job Satisfaction (X₁)	0.900	0.902	0.923	0.667
Work-Life Balance (X₂)	0.901	0.910	0.924	0.670
Organizational Citizenship Behavior (Y)	0.843	0.845	0.894	0.679
Organizational Commitment (Z)	0.921	0.928	0.934	0.614

Source: Smart PLS 4.0 Data Processing Results in 2023

Based on Table 7. that the reliability test results show Cronbach's alpha value and the Composite reliability value above 0.70. This states that all latent variables are reliable.

Structural Model Evaluation (Inner Model)



Source: Smart PLS 4.0 Data Processing Results in 2023

Based on the test results with the bootstrapping technique with the help of SmarPLS 4.0, the following hypothesis results were obtained:

Table 8. Hypothesis Testing Results

Hypothesis	Path Coefficient	P Value	Description
Direct effect			
Job Satisfaction has a positive effect on Organizational Citizenship Behavior	0.241	0.055	Accepted
Work-Life Balance has a positive effect on Organizational Citizenship Behavior	0.362	0.004	Accepted
Organizational Commitment has a positive effect on Organizational Citizenship Behavior	0.337	0.006	Accepted
Job Satisfaction has a positive effect on Organizational Commitment	0.520	0.000	Accepted
Work-Life balance has a positive effect on Organizational Commitment	0.338	0.005	Accepted
Indirect Effect			
Job Satisfaction has a positive effect on Organizational Citizenship Behavior through Organizational Commitment	0.175	0.021	Accepted

Work-Life Balance has a positive effect on Organizational Citizenship Behavior through Organizational Commitment	0.114	0.034	Accepted
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Source: SmartPLS 4.0 Data Processing Results in 2023

a. Job Satisfaction on Organizational Citizenship Behavior (OCB)

The results of hypothesis testing on the effect of job satisfaction variables on Organizational Citizenship Behavior (OCB), obtained a path coefficient value of 0.241. Based on the path coefficient, job satisfaction is most influenced by the promotion opportunity dimension, which is 0.881, and the highest use factor is 0.946 (the increase in promotion that applies in the company is fair because it is consistent with employee performance and work results), namely to improve and optimize OCB, the company PT FLTU can pay attention to employee promotion opportunities. This proves that job satisfaction has a direct positive effect on Organizational Citizenship Behavior (OCB). Therefore, hypothesis 1 (first) is accepted.

b. Work-Life Balance towards Organizational Citizenship Behavior (OCB)

The results of testing the hypothesis of the effect of Work-Life Balance variables on Organizational Citizenship Behavior (OCB), it can be seen that the path coefficient value is 0.362. When viewed from the path coefficient, the most influential of Work-Life Balance is the involvement balance dimension, which is 0.938 with a loading factor value of 0.930, meaning that to improve and optimize OCB, PT FLTU companies can pay attention to employee involvement balance. This proves that Work-Life Balance has a direct positive influence on Organizational Citizenship Behavior (OCB). Thus hypothesis 2 is accepted.

c. Organizational Commitment to Organizational Citizenship Behavior (OCB) The results of testing the hypothesis of the effect of the Organizational Commitment variable on OCB, it can be seen that the path coefficient value is 0.337. When viewed from the path coefficient, the one that has the most influence from organizational commitment is the Affective Commitment dimension, which is 0.957 with the highest loading factor indicator of 0.869, thus hypothesis 3 is accepted.

d. Kepuasan Kerja terhadap Komitmen Organisasi

The results of testing the hypothesis of the effect of the Job Satisfaction variable on Organizational Commitment, it can be seen that the path coefficient value is 0.520. When viewed from the path coefficient, the most influencing dimension of Job Satisfaction is the promotion opportunity dimension, which is 0.881 with the highest loading factor indicator of 0.946, meaning that to increase and optimize Organizational Commitment, the PT FLTU company can pay attention to opportunities for employee promotion. This shows that Job Satisfaction directly has a positive effect on Organizational Commitment. So it is concluded that hypothesis 4 is accepted.

e. Work-Life Balance on Organizational Commitment

The results of testing the hypothesis of the effect of Work-Life Balance variables on Organizational Commitment, it can be seen that the path coefficient value is 0.338. When viewed from the path coefficient, the most influential of Work-Life Balance is the involvement balance dimension, which is 0.938 with a loading factor value of 0.930, which means that PT FLTU companies can pay attention to employee engagement balance to improve and optimize organizational commitment. This shows that work-life balance has a positive influence on organizational commitment. Therefore, hypothesis 5 is accepted.

f. Job Satisfaction on Organizational Citizenship Behavior through Organizational Commitment

The results of testing the hypothesis of the effect of the Job Satisfaction variable on Organizational Citizenship Behavior (OCB) through Organizational Commitment, it can be seen that the path coefficient value is 0.175. When viewed from the path coefficient, the most influential dimension of job satisfaction is the promotion opportunity dimension, which is 0.881 with the highest loading factor indicator of 0.946 with a path coefficient value of 0.957. This means that to optimize OCB, FLTU companies can increase employee job satisfaction, thereby increasing employee engagement and optimal OCB. This proves that job satisfaction through organizational commitment has a positive influence on Organizational Citizenship Behavior (OCB). Therefore, hypothesis 6 is accepted.

g. Work-Life Balance on Organizational Citizenship Behavior through Organizational Commitment

The results of testing the hypothesis of the effect of Work-Life Balance variables on Organizational Citizenship Behavior (OCB) through Organizational Commitment, it can be seen that the path coefficient value is 0.114. When viewed from the path coefficient, the most influential of Work-Life Balance is the involvement balance dimension, which is 0.938 with a loading factor value of 0.930, and through Organizational Commitment with a path coefficient value of 0.957, meaning that to optimize OCB, FLTU companies can improve employee work-life balance, which means employee engagement and OCB increase. This shows that work-life balance through organizational commitment has a positive influence on Organizational Citizenship Behavior (OCB). Therefore, hypothesis 7 is accepted.

2. Evaluation of goodness of fit and model fit

a) R-square test results

Table 9. R-square test results

	R-square	R-square adjusted
Organizational Citizenship Behavior (Y)	0.730	0.719
Organizational Commitment (Z)	0.641	0.632

Source: SmartPLS 4.0 Data Processing Results in 2023

The model of the influence of independent latent variables (satisfaction and work-life balance) on organizational commitment provides an R-square value of 0.641, which can be interpreted that the variability of the Organizational Commitment constructs that can be explained by the variability of Job Satisfaction and Work-Life Balance constructs is 64.1%, while 35.9% is explained by other variables. As well as the influence of independent latent variables, which provides an R-squared value of 0.730, which can be interpreted in such a way that the variability of the "Organizational Citizenship Behavior" (OCB) construct that can be explained by the variability of the "job satisfaction" and "Work-Life Balance" constructs is 73% while learning other variables is explained by other variables by 27%.

b) Q-Square test results

The predictive relevance value is obtained by the formula:

$$Q^2 = 1 - (1 - R1) (1 - R2)$$

$$Q^2 = 1 - (1 - 0.730) (1 - 0.640)$$

$$Q^2 = 1 - (0.27) (0.36)$$

$$Q^2 = 1 - 0.0972$$

$$Q^2 = 0.902$$

The results of the above calculations show a predictive-relevance value of 0.902, which is higher than 0 (zero).

c) The Goodness of Fit Model Test Results

According to Ghozali (2014), the interpretation of the Gof value is 0.1 (Gof small/low), 0.25 (Gof medium), and 0.36 (Gof large/high).

$$GoF = \sqrt{(AVE \times R^2)}$$

$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0.657 \times 0.686}$$

$$GoF = \sqrt{0.450702}$$

$$GoF = 0.671$$

Based on the results of the GoF test, it can be concluded that the Gof interpretation value is appropriate and the model is suitable because the value is above 0.36.

V. CONCLUSION

Based on the research conducted at PT FLTU, the conclusions are as follows:

The level of job satisfaction, work-life balance, and organizational commitment has a positive influence on the Organizational Citizenship Behavior (OCB) of PT FLTU employees. When employee job satisfaction, work-life balance, and organizational commitment increase, positive attitudes toward the organization (OCB) also increase. In addition, job satisfaction and work-life balance also have a positive influence on the organizational commitment of PT FLTU employees. This means that the company's focus on improving employee job satisfaction and work-life balance, taking into account, among other things, job characteristics, salary, supervisor, opportunities for advancement, and good relationships with colleagues, helps to increase employee commitment to the organization. Finally, job satisfaction and work-life balance also influence Organizational Citizenship Behavior (OCB) through the level of organizational commitment. So, when the job satisfaction of PT FLTU employees increases, the organizational commitment at work will also increase, which in turn has a positive effect on employee work behavior or OCB.

As a stimulus for future researchers, it is recommended to use this work as a reference when conducting research in the same area and develop previously unused variables and indicators such as competence, work environment, and culture. This helps improve understanding of the factors that influence OCB and provides a more comprehensive picture of the organizational context.

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**Corresponding Author: Rena Saputri Hilaria Sitanggang¹*

¹(Faculty of Economy and Business, Mercu Buana University, Jakarta, Indonesia)