

Achieving Organizational Success: How Organizational Citizenship Behavior Enhances Employee Performance?

Dinar Purwati, Tomi Sah
Bangka Belitung University

Article Information	Abstract
Article History: Received: February 2024 Accepted: March 2024 Published: March 2024	Achieving organizational success poses a primary challenge for leaders, wherein a focus on employee performance becomes pivotal in enhancing productivity and competitiveness. This study aims to explore the relationship between organizational citizenship behavior (OCB) and employee performance in the context of attaining organizational success. The research methodology employed is a quantitative approach with data collection conducted through questionnaires. In this research, the researcher utilizes simple linear regression analysis and t-tests to determine the extent of OCB's influence on employee performance. The findings indicate that OCB significantly and positively impacts employee performance, whereby each increase in OCB behavior by 1 point leads to a 0.516 increase in employee performance. However, the study's short duration and limited scope serve as constraints. Nevertheless, this research contributes theoretically and practically to organizational management in managing factors influencing employee performance.
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*Correspondence author: tomisah33@gmail.com	
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INTRODUCTION

In the current era of globalization, transformations are required at various levels, both within organizations and among the individuals who play roles within them. Organizations are confronted with demands to continually innovate, adopt a proactive stance, and respond swiftly to all their needs to develop themselves. In the context of organizational development, it is acknowledged that human resources play the most crucial role in supporting the sustainability and success of an organization (Hanggraeni, 2012; Susan, 2019). According to Boone & David (2008), organizations can achieve this by focusing on four main input elements, including natural resources, capital, labor, and entrepreneurial aspects.

Various resources exist within an organization, yet the most crucial and strategically positioned resource is human resources (Budiarti, 2010; Febrian et al., 2022; Laili, 2016; Siagian, 2008; Wahjono, 2015). Other resources possessed by the organization cannot be utilized, let alone managed, without human resources. A well-functioning organization consistently emphasizes human resources in its development to optimally fulfill its functions, especially in facing environmental changes. Hence, the technical, theoretical, conceptual, and moral abilities of organizational actors at all job levels are highly essential.

Employees within an organization are expected to actively contribute towards achieving organizational goals. They are not mere instruments to be fully controlled in the pursuit of organizational success, but rather valuable assets that need to be

carefully nurtured. To enhance competitiveness, organizations need to empower all elements of their human resources. Moreover, organizations must strive to grow and develop robustly while anticipating any potential changes that may threaten organizational sustainability. One of the efforts that can be made is through improving employee performance. An individual's performance is closely linked to their behavior, which has implications for tasks and duties. Quality resources can be measured through high productivity and demonstrated good performance (Ali, 2021; Sakban et al., 2019). Performance refers to the results attained by an individual in executing designated responsibilities (Arianty, 2015; Hasibuan, 2009; Shaleh & Firman, 2018). Every organization always expects its employees to have good work performance, as having high-performing employees can contribute optimally to the organization's performance.

According to Mangkunegara (2011), there are two factors that contribute to employee performance in carrying out their tasks, namely individual factors and izational environmental factors. When employees demonstrate good organizational citizenship behavior (OCB), organizations can enhance and maximize their performance in executing job tasks. OCB is an attitude that is highly essential to foster in order to propel organizational development. Elevated organizational performance is the outcome of a heightened degree of OCB, fostering a robust connection between employees and the organization. This fosters employees' effective fulfillment of their duties and responsibilities aligned with their organizational roles and positions. Enhancing organizational performance necessitates not only employees performing at a satisfactory level to fulfill their duties but also those who go above and beyond, offering additional services beyond their prescribed roles and functions (Andayani, 2019; Budianto & Katini, 2015; Edison et al., 2017; Lina, 2014). OCB refers to employees who add value to their assigned tasks and provide additional value to the organization. Organ et al. (2005) characterize OCB as the inclination of employees to undertake responsibilities extending beyond their primary roles within an organization, hence also termed as extra-role behavior..

OCB behavior has an impact on employee motivation and commitment, increasing their level of engagement and performance. Additionally, OCB behavior strengthens work relationships by creating a harmonious and supportive work environment, encouraging employees to deliver their best performance. OCB behavior fosters trust and loyalty among employees, creating an environment where knowledge sharing and idea exchange become more comfortable, positively impacting overall performance. Furthermore, OCB behavior enhances employee reputation and earns recognition from superiors and colleagues, providing additional motivation for performance improvement. OCB behavior plays a crucial role in shaping a positive organizational culture by encouraging voluntary actions, such as assisting and supporting, creating a better work environment, and contributing positively to employee performance.

The research findings conducted by Ticoalu (2013) elucidate that employees possessing OCB, which encompasses compliance, loyalty, and participation, significantly influence their performance. This implies that OCB behavior is presumed to enhance employee performance. Furthermore, research conducted by Suzana (2017), also empirically demonstrates that OCB positively impacts employee performance. Various other studies including those by Leksono (2018), Siddiq (2018), Pristiwati (2018), Putri & Utami (2017), and Tuha et al. (2023) suggest that

OCB behavior exerts a favorable and noteworthy impact on employee performance. Consequently, in this study, the researcher hypothesizes that OCB behavior contributes positively to employee performance.

Employee performance issues also appear to occur at SMK Negeri 1 Sungaiselan, Central Bangka Regency. This school has a vision of "Being a Center for Development and Improvement of Vocational Education/Training Quality in Preparing Skilled Workers with Entrepreneurial Spirit, Environmental Awareness, Responsibility, and Noble Character in accordance with the Needs of the Business/Industrial World." Based on the SMK Negeri 1 Sungaiselan Education Report for the year 2024, several indicators have experienced a decrease in scores, including a decrease of 11.84% in the indicator of teacher training experience and a decrease of 10.46% in teacher reflection and improvement of learning. This indicates the presence of performance issues within this organization.

Numerous studies have extensively investigated the relationship between OCB and its impact on employee performance. However, there remains a notable gap in comprehending the underlying factors that drive or impede OCB practices within educational institutions. Further investigation is imperative to delve into the specific dimensions influencing OCB behavior to enhance both employee and organizational performance. Additionally, there is a pressing need to explore the nuanced effects of OCB on different facets of employee performance across various organizational levels. Therefore, it is crucial to comprehend how contextual elements such as technological advancements, market dynamics, and competitive pressures shape the interplay between OCB and performance. This deeper understanding can offer valuable insights into the relevance of OCB in addressing contemporary challenges within educational institutions. The present study seeks to assess whether OCB, encompassing dimensions like altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, impacts employee performance. By scrutinizing the relationship between OCB and employee performance, this research endeavors to contribute significantly to broadening our comprehension of this nexus, thus offering novel perspectives for practitioners and policymakers in fostering positive organizational behavior.

RESEARCH METHOD

This quantitative research aims to investigate the impact of OCB on employee performance, focusing on SMK Negeri 1 Sungaiselan, Central Bangka Regency. Primary data for this study were collected through questionnaires distributed to employees at the research site from December 24th to 30th, 2023. Additionally, secondary data sourced from relevant literature were utilized. Employing a saturated sampling approach, the entire population of 48 employees was included in the research sample, achieving a 100 percent response rate for questionnaire completion. Data collection was facilitated through research questionnaires distributed via Google Form.

To measure OCB, the researcher used five dimensions proposed by Organ et al. (2005), namely sportsmanship, conscientiousness, altruism, civic virtue, and courtesy. and Meanwhile, the researcher used five indicators to measured employee performance which developed by Mathis et al. (2016), namely quality of output, quantity of output, timeliness of output, attendance, and teamwork ability (Table 1).

Respondents' responses were assessed utilizing a Likert scale spanning from 1 to 5 (strongly disagree – strongly agree).

To analyze the data, the researcher employed the IBM SPSS Statistics 25 software for conducting tests on research instrument validity and reliability, classical assumption testing (including normality, multicollinearity, and heteroskedasticity), simple linear regression analysis, t-tests, and coefficient of determination tests.

Table 1. Research Instrument

Variables	Dimensions/ Indicators	Total of Statements	Measurement Scale
OCB	1. Altruism	5 Statements	Likert 1-5
	2. Conscientiousness	5 Statements	Likert 1-5
	3. Sportsmanship	5 Statements	Likert 1-5
	4. Courtesy	5 Statements	Likert 1-5
	5. Civic Virtue	4 Statements	Likert 1-5
Employee Performance	1. Quantity of Output	2 Statements	Likert 1-5
	2. Quality of Output	4 Statements	Likert 1-5
	3. Timeliness of Output	3 Statements	Likert 1-5
	4. Attendance	2 Statements	Likert 1-5
	5. Teamwork Ability	3 Statements	Likert 1-5

Source: Organ et al. (2005), Mathis et al. (2016)

RESULTS AND DISCUSSION

Results

This study aims to explore the extent to which OCB behavior can enhance employee performance. During the data analysis phase, it's crucial to perform validity and reliability tests to assess the measurement instrument's quality. The outcomes of these tests are presented in Tables 2 and 3.

Table 2. Research Instrument

Variables	Items	Calculated r	r table	Conclusion
<i>Organizational Citizenship Behavior (OCB)</i>	OCB.1	0,252	0,368	Invalid
	OCB.2	0,646	0,368	Valid
	OCB.3	0,372	0,368	Valid
	OCB.4	0,342	0,368	Invalid
	OCB.5	0,465	0,368	Valid
	OCB.6	0,612	0,368	Valid
	OCB.7	0,512	0,368	Valid
	OCB.8	0,451	0,368	Valid
	OCB.9	0,621	0,368	Valid
	OCB.10	0,519	0,368	Valid
	OCB.11	0,698	0,368	Valid
	OCB.12	0,655	0,368	Valid
	OCB.13	0,675	0,368	Valid
	OCB.14	0,524	0,368	Valid
	OCB.15	0,604	0,368	Valid
	OCB.16	0,660	0,368	Valid

Variables	Items	Calculated r	r table	Conclusion
	OCB.17	0,652	0,368	Valid
	OCB.18	0,474	0,368	Valid
	OCB.19	0,489	0,368	Valid
	OCB.20	0,447	0,368	Valid
	OCB.21	0,416	0,368	Valid
	OCB.22	0,554	0,368	Valid
	OCB.23	0,276	0,368	Invalid
	OCB.24	0,524	0,368	Valid
Kinerja Pegawai	KP.1	0,701	0,368	Valid
	KP.2	0,829	0,368	Valid
	KP.3	0,770	0,368	Valid
	KP.4	0,823	0,368	Valid
	KP.5	0,701	0,368	Valid
	KP.6	0,688	0,368	Valid
	KP.7	0,815	0,368	Valid
	KP.8	0,747	0,368	Valid
	KP.9	0,803	0,368	Valid
	KP.10	0,524	0,368	Valid
	KP.11	0,246	0,368	Invalid
	KP.12	0,764	0,368	Valid
	KP.13	0,646	0,368	Valid
	KP.14	0,395	0,368	Valid

Source: Data processed by author (2024)

Upon examination of Table 2, it becomes evident that several questionnaire items lack validity. To ascertain the validity of each statement item across indicators, the calculated r-value is juxtaposed with the tabled r-value, set at 0.368 (df = 48). It is deduced that a statement item is deemed valid if its calculated r-value surpasses the tabled r-value. As per the research findings, statement items OCB.1, OCB.4, OCB.23, and KP.11 are deemed invalid, while the remaining items exhibit validity. To mitigate data bias, the researcher eliminates the invalid statement items for further testing. Subsequently, reliability tests are conducted to gauge the consistency of results yielded by the research instrument, as illustrated in Table 3.

Table 3. Reliability Test Result

Variables	Cronbach's Alpha	Cronbach's Alpha Standard	Conclusion
OCB	0,905	0,70	Reliable
Employee Performance	0,935	0,70	Reliable

Source: Data processed by author (2024)

Based on Table 3, it becomes apparent that all dimensions/variables exhibit Cronbach's alpha values surpassing the standard threshold of 0.70. Thus, it is inferred that the measuring concepts for each variable demonstrate reliability and dependability.

Prior to proceeding with additional testing, the researcher conducted classical assumption tests to validate the data. The tests employed include the Kolmogorov-Smirnov normality test, multicollinearity test, and heteroskedasticity test. Specifically, the normality test evaluates whether the variables within the regression model's disturbance variable or residual adhere to a normal distribution. The outcomes of the normality test are presented as follows:

Table 4. One-Sample Kolmogorov-Smirnov Test Result

N = 48		
Normal Parameters ^{a,b}	Mean	0,00000
	Std. Deviation	3,59741
Most Extreme Differences	Absolute	0,085
	Positive	0,085
	Negative	-0,043
Test Statistics		0,085
Asymp. Sig. (2-tailed)		0,200 ^{c,d}

Source: Data processed by author (2024)

Based on Table 4, showcasing the outcomes of the One-Sample Kolmogorov-Smirnov normality test, it is observed that the Asymp. Sig. (2-tailed) value is 0.200, exceeding 0.05. Therefore, it suggests that the data under scrutiny follow a normal distribution. Following this, multicollinearity assessment was performed to investigate potential correlations among the independent variables in the regression model. The results of the multicollinearity test are delineated in Table 5.

Table 5. Multicollinearity Test Result

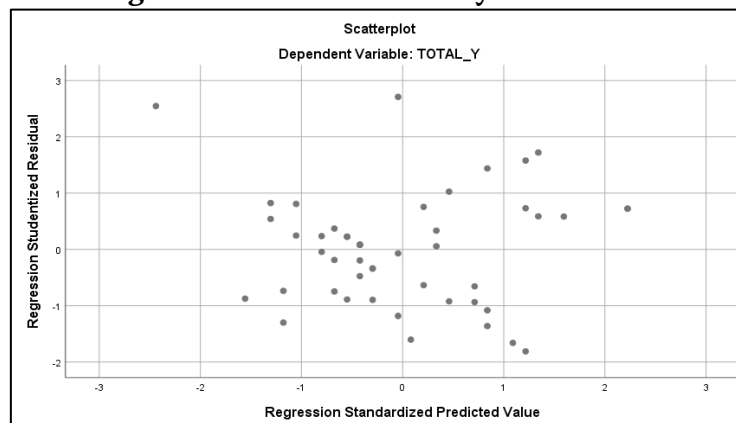
Variable	<i>Collinearity Statistics</i>	
	<i>Tolerance</i>	<i>VIF</i>
OCB	1,000	1,000

Source: Data processed by author (2024)

Reviewing Table 5, it's clear that the tolerance value exceeds 0.10, being 1, and the VIF value is less than 10, being 1. Hence, it suggests that there is no multicollinearity present among the independent variables in the regression model under examination in this study.

Another essential examination is the heteroskedasticity test, which seeks to determine if there is inequality in variability among the residuals of different observations within the regression model. The findings of the heteroskedasticity test are depicted in Figure 1.

Figure 1. Heteroscedasticity Test Result



Source: Data processed by author (2024)

Based on Figure 1, it is noted that the data points are dispersed randomly above and below the 0 mark on the y-axis, lacking any distinct pattern or identifiable structure. Consequently, it suggests the absence of heteroskedasticity within the regression model, implying its suitability for predictive purposes.

Table 6. Multiple Linear Regression Analysis and t Test Results

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(constant)	9,371	5,863		1,428	0,160
	OCB	0,516	0,067	0,751	7,718	0,000

Source: Data processed by author (2024)

In this study, the sample comprises 48 respondents, with a significance level (α) of 0.05, leading to a t-table value of 2.018. The calculation yields a significance value of 0.00, smaller than the designated significance level, and a calculated t-value of 7.718, surpassing the t-table value of 2.018. Consequently, it is deduced that OCB behavior significantly and positively impacts employee performance. The constant value of 9.371 suggests that with zero OCB value, employee performance stands at 9.371. Additionally, the regression coefficient for OCB, 0.516, indicates that a 1 percent increase in OCB behavior leads to a 0.516 increase in employee performance, and conversely, a 1 percent decrease in OCB behavior results in a 0.516 decrease in employee performance. Moreover, the coefficient of determination analysis (R^2) reveals an Adjusted R Square value of 0.555, indicating that 55.5 percent of the variation in employee performance is elucidated by the five dimensions of OCB, while the remaining 44.5 percent is ascribed to external variables beyond the research scope.

Discussion

The Influence of OCB on Employee Performance

The findings of this study suggests that employees generally tend to exhibit OCB behavior with high levels of compliance and contribution, which in turn positively impacts their performance. The 1 percent increase of OCB will increaset

he employee performance by 0,516. These findings indicate that the higher the level of OCB displayed by employees, the higher their performance tends to be.

The variable of OCB emerges as a significant contributor to augmenting employee performance. OCB encompasses voluntary actions by employees extending beyond their core responsibilities, including aiding colleagues, engaging actively in team efforts, suggesting constructive suggestions, or fostering a positive organizational outlook. Findings from data analysis underscore a notable and positive correlation between OCB and employee performance. This suggests that the higher the level of OCB exhibited by employees, the better their performance tends to be. Voluntary behaviors such as helping colleagues, active participation, and proactive contribution to the organization directly contribute to improving employee performance. In this context, it is important for organizational management to encourage and support employees in demonstrating OCB behaviors. These actions may include social skills training and development, facilitating communication and collaboration among employees, as well as recognizing and rewarding employees for their voluntary contributions. This study also underscores the importance of considering OCB aspects in management decision-making processes. Having employees actively engaged in voluntary behaviors not only positively impacts their own performance but also enhances the overall organizational climate. Organizations that encourage and value voluntary participation can create a positive, collaborative, and productive work culture.

Based on the findings of this study, the researcher identifies how OCB behavior can enhance employee performance. Firstly, OCB behavior is capable of enhancing employee motivation and commitment. Employees demonstrating OCB behavior generally exhibit high levels of intrinsic motivation and loyalty to the company. They tend to feel engaged and have a strong desire to contribute voluntarily and positively. This motivation and loyalty can increase employees' level of engagement in their work, thereby significantly improving their performance. Secondly, OCB behavior can improve workplace relationships. OCB involves behaviors that provide support to colleagues and the organization as a whole. When employees assist, collaborate, and support each other, positive work relationships are formed. This results in a more harmonious, collaborative, and supportive work environment. In this context, employees feel compelled and motivated to deliver their best performance in their jobs. Thirdly, OCB behavior enhances trust and loyalty. Employees demonstrating OCB behavior generally build trusting relationships with their colleagues and superiors. They are perceived as trustworthy team members and serve as role models for others. In a trusting work environment, employees feel more comfortable sharing knowledge, ideas, and experiences, ultimately positively impacting overall performance improvement. Fourthly, OCB behavior can enhance reputation and recognition. When employees consistently demonstrate OCB behavior, their reputation among superiors, colleagues, and the organization will improve. Recognition of their contributions will also increase. This can provide extra motivation for employees to continuously improve their performance, as they feel valued and acknowledged for their efforts and positive contributions. Fifthly, OCB behavior has a positive impact on organizational culture. OCB behavior plays a crucial role in shaping a positive organizational culture. When employees consistently engage in voluntary actions such as helping, supporting, and contributing, it can influence the norms and values accepted within the organization.

An organizational culture that encourages OCB behavior will create a better work environment and positively influence employee performance.

The research findings are consistent with those of Ticoalu (2013), whose study demonstrated that employees exhibiting OCB, which includes obedience, loyalty, and participation, significantly influence their performance. This implies that OCB behavior can enhance employee performance. Furthermore, research conducted by Suzana (2017), also provides empirical evidence that OCB positively affects employee performance. This study aligns with the findings of various other studies, including those conducted by Leksono (2018), Siddiq (2018), Pristiwati (2018), Putri & Utami (2017), and Tuha et al. (2023) all of which similarly demonstrate that OCB behavior has a positive and significant impact on employee performance.

CONCLUSION

OCB plays a crucial role in enhancing employee performance by involving additional contributions and voluntary behaviors beyond employees' core duties. OCB not only optimizes individual performance but also strengthens organizational health and lays the foundation for long-term success. The findings of this study confirm that OCB behaviors, encompassing dimensions such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue, positively and significantly influence employee performance. The results indicate that as OCB increases, employee performance also improves. This contributes significantly to understanding the relationship between workplace voluntary behaviors and individual performance levels. Promoting and developing OCB within organizations can be an effective strategy for enhancing employee performance. Management needs to consider aspects such as caring for others, responsibility, sportsmanship, sustaining good interpersonal relationships, and dedication to the organization when designing human resource policies and development programs.

The researchers acknowledge that this study has several limitations. First, it is confined to examining the variables of OCB and employee performance without considering potential contextual factors, such as organizational culture or leadership structure, which may moderate these relationships. Second, the use of questionnaires as a data collection instrument may introduce response bias risks, potentially affecting the validity of the results. Moreover, uncertainty in understanding specific aspects of each dimension of OCB could also be a limitation, resulting in less detailed portrayals. Third, the generalizability of the study's findings may be limited to specific populations or organizations that are the focus of the research. Therefore, further research is needed to explore other factors that may moderate or mediate the relationship between OCB and employee performance. Additionally, future studies should involve contextual variables such as organizational culture or leadership structure to gain a deeper understanding of the influence of OCB in various workplace contexts. Further measurement and understanding of the specific aspects of each dimension of OCB could also provide more detailed insights into their contributions to employee performance. Continuity of research in this field is expected to offer a more holistic and in-depth perspective on the role of OCB in achieving organizational success.

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