



## COMPENSATION AND JOB SATISFACTION FOR ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) EMPLOYEES OF BANK DKI

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### Abstract

This study aimed to determine the effect of compensation and job satisfaction on Organizational Citizenship Behavior at PT Bank DKI Jakarta KCP Jatibaru. This research is motivated by increasingly fierce competition in the business world, which requires organizations to develop their human resources to support the achievement of organizational goals and maintain excellence with their competitors. The independent variable in this study is Compensation and Job Satisfaction, while the dependent variable is *Organizational Citizenship Behavior*. This research uses the associative descriptive method. The sampling technique used is a saturated sample, with a total sample of 30 respondents—the analytical tool used in SPSS v.24 for Windows. The results of the study prove that there is an influence between compensation and job satisfaction on *Organizational Citizenship Behavior* (Y) at PT Bank DKI Jakarta KCP Jatibaru with the decision  $F_{arithmetic} > F_{table}$  ( $103.524 < 3.35$ ). The result of the coefficient of determination obtained is 0.885. This result means that compensation and job satisfaction variables affect 88.5% of *Organizational Citizenship Behavior* while other factors outside the research variables influence the remaining 11.5%.

**Keywords:** *Compensation, Job Satisfaction, Organizational Citizenship Behavior*

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## INTRODUCTION

The economy in the current era of globalization is undergoing rapid changes. Of course, this has led to a demand that economic and industrial actors must meet. Organizations experience many changes in the external environment and the internal environment, namely the changes in the workforce.

Human resources are one of the most critical assets of the company that must be maintained, cared for, and maintained properly because the quality and performance of individual workers will determine the company's success. Therefore, the company always tries to improve employee performance to achieve the goal. However, currently, companies are not only focused on employee performance, but companies need workers and employees who are not only able to carry out formal tasks but can provide performance that exceeds company expectations.

They have extra-role behavior known as *organizational citizenship behavior* (OCB). Employees who have *Organizational citizenship behavior* (OCB) have high loyalty to the company and have high job satisfaction. To realize OCB behavior in every employee, of course, one of the companies must provide awards or remuneration according to the employee's performance to produce job satisfaction in the company.

Compensation is everything that employees receive as remuneration for the work they do. The provision of this compensation is that compensation must be appropriate, fair, acceptable, satisfying, motivating to work, and following needs. Compensation will benefit both parties, both the company and the employees. If the compensation is applied correctly, employees will be motivated and try their best with all their abilities to give their best performance to the organization where they work by completing their work tasks as well as possible.

Job satisfaction work can be seen from satisfied employees with what he receives from their job, having a solid relationship well with colleagues, and when individual needs are met. Even happy employees will be willing to do more than their formal responsibilities. This willingness is then known as organizational citizenship behavior (OCB). The organization is

constantly looking for ways to improve its performance and is increasingly considering the behavior of citizens of the organization (OCB) to be an essential means to increase employees' productivity. (Yang et al., 2016; Hart et al., 2016).

Research conducted by Maria, Ernesto, and Eualalia (2015) proves that organizations, which recruit, attract and retain committed employees successfully, with high perceptions of organizational fairness and satisfaction and generate job performance, undoubtedly demonstrate the behavior of corporate citizens. Their employees may be more likely to maintain consistently high performance, improve their competitiveness and productivity, and their actions may result in higher profitability for the organization.

PT Bank DKI Jakarta conducted an OCB study, the first of its kind at that institution. This study aims to determine the effect of compensation and job satisfaction on the Organizational Citizenship Behavior (OCB) of Bank DKI Jakarta KCP Jatibaru employees. OCB has a role in the quality and success of the bank because the bank is a service company where every employee will be required to give more dedication in their work, primarily in services such as the new. Bank DKI Jakarta KCP Jati always expects the maximum possible individual performance to achieve the bank's excellence.

Compensation is one of the crucial functions of human resource management (HRM). According to Sutrisno (2012:181), compensation is the company's *reward* for sacrificing time, energy, and thoughts they have given to the company. Because compensation is one of the most sensitive aspects of a working relationship, cases in the employment relationship contain compensation issues and various related aspects, such as benefits, compensation increases, compensation structure, and scale.

Purpose of compensation according to Samsudin in Kadarisman (2012:78), the purpose of providing the balance is (1) Fulfilling economic needs, (2) Increasing work productivity, (3) advancing the organization or company, and (4) Creating balance and expertise. According to Sutrisno (2014:184), compensation can be grouped into two groups, namely direct financial compensation and indirect financial compensation. Furthermore, direct monetary compensation consists of wages and salaries, incentives, benefits, and other facilities, while indirect financial compensation consists of job satisfaction, rewards, and work environment. Fitriani, Nimran, and Utami (2013) stated that settlement *directly affects organizational citizenship behavior*.

*Job satisfaction results from employees' perceptions of how well their work provides things that are considered necessary (Luthans, in Nurhayati 2016)*. "Job satisfaction is a happy emotional state or positive emotion that comes from evaluating a person's job or work experience. Keith Davis (in Mangkunegara 2017:117) suggests that " job satisfaction is the favorable or unfavorable with employees view their work." Wexly and Yuki (in Mangkunegara 2017:117) define job satisfaction as "the way an employee feels about their job.

Rivai and Mulyadi (2012) state that job satisfaction is an assessment of workers about how far their job as a whole satisfies their needs. Organ and Ryan (1995), quoted in the journal Nabeel and Ihab (2017), state that employees who are satisfied with their work will exert extra effort and make positive contributions to the organization.

The factors commonly used to measure an employee's job satisfaction, according to Smith, Kendall & Hulin (in Soegandhi *et al.* 2013), are:

1. The work itself is the primary source of satisfaction. Providing the given job is considered attractive, the opportunity to learn, accept responsibility, and advancement for the employee.
2. Salary/Wage is a multidimensional factor in job satisfaction. Some wages/money received by employees becomes an assessment for pleasure, where this can be seen as considered appropriate and appropriate.

3. Promotion, namely the opportunity to develop intellectually and expand expertise, is the basis of solid attention to move forward in the organization to create satisfaction.
4. Supervision is the *supervisor's* ability to provide technical assistance and behavioral support. The first is employee-centered, measured by the degree to which the supervisor exerts personal interest and care for the employee. The second is the climate of participation or influence in decision-making that can affect employees' work.
5. Co-workers, namely cooperative co-workers, are the most straightforward source of job satisfaction. Workgroups, especially cohesive teams, act as a source of support, comfort, advice, and assistance to individual members.

OCB is an individual contribution that exceeds the demands of the role in the workplace. This OCB involves several behaviors, including helping others, volunteering for extra tasks, adhere to workplace rules and procedures. These behaviors describe "employee added value," a form of prosocial behavior, namely positive, constructive, and meaningful social behavior to help. Aldag and Resckhe (in Titisari 2014: 5).

According to Markozy (in Titisari 2014: 2-3), good employees (*good citizens*) tend to display *Organizational Citizenship Behavior* (OCB) in their work environment, so the organization will be better off with employees who act in *Organizational Citizenship Behavior* (OCB). Individual performance will affect the agency's overall performance, which requires the behavior of employees in an agency. According to Organ and Bateman, the behavior that organizations demand of employees is not only *in-role* behavior but also *extra-role Organizational Citizenship Behavior* (OCB).

Organ defines *Organizational Citizenship Behavior* (OCB) as individual behavior that is free, not directly or explicitly related to the reward system, and can improve the effective functioning of the organization (Titisari 2014: 5-6). It means the behavior is not included in the job requirements or job description of the employee so that if it is not displayed, it will not be punished. This definition also assumes that OCB actors aim to benefit the organization. From the previous descriptions, it can conclude that OCB is: (a) voluntary behavior, not a forced action on matters that prioritize the interests of the organization; (b) Individual behavior as a form of satisfaction based on performance, not formally ordered; (c) Not directly and explicitly related to the formal *reward system*.

The primary difference between *in-role* behavior and *extra-role behavior* is the *reward*. *In-role* is usually associated with *rewards* and sanctions (punishment). At the same time, *extra-role* is generally free from *rewards*. The behavior carried out by individuals is not organized *by the tips* they will receive (Usmara in Soeghandi *et al.*, 2013). No additional incentives are provided when individuals behave *extra-role*. "Compared to *in-role behavior* associated with extrinsic rewards or monetary rewards, *extra-role behavior* is more associated with intrinsic rewards" Usmara (in Soeghandi *et al.*, 2013). This behavior arises as a feeling as a "member" of the organization feels satisfied if it can do "something more" for the organization. Based on the definition of OCB above, several important points can be drawn, namely:

- a. Free action, voluntary, not for self-interest but for other parties (colleagues, groups, or organizations)
- b. Not formally ordered
- c. Not recognized with formal compensation or awards.

According to organ *et al.* (in Titisari 2014:7-8), the dimensions of *Organizational Citizenship Behavior* (OCB) are as follows:

1. Voluntary action (*Altruism*)

Employees' actions toward supporting their co-workers who are having difficulty in the scenario at hand about tasks in the company and the concerns of other people, this aspect compels them to offer assistance, even though he is under no legal compulsion to do so.

2. Self-control (*Conscientiousness*)

Voluntary behavior that is not an employee's obligation or duty. The behavior is shown by trying to exceed the company's expectations. This dimension reaches far above and beyond the call of duty.

3. Tolerance (*sportsmanship*)

Behavior that tolerates less than ideal conditions in the organization without raising objections. Someone who has a high level of sportsmanship will increase a positive climate among employees, and employees will be more polite and cooperate with others. It will create a more pleasant work environment.

4. Courtesy ( *Courtesy* )

Maintain good relations with co-workers to avoid interpersonal problems. A person who has this dimension is a person who respects and cares for others.

5. Family morals (*Civic Virtue*)

Behavior that indicates responsibility in organizational life (following organizational changes, taking the initiative to recommend how operations or administrative procedures can improve, and protecting corporate resources), this dimension refers to the responsibility given by the organization to a person to improve the quality of the field of work occupied.

### Research Hypothesis

Based on the description of the background and the theoretical basis of this study, the following hypotheses formulate:

H<sub>1</sub>: It is suspected that there is a significant effect of compensation on *Organizational Citizenship Behavior* (OCB).

H<sub>2</sub>: It is suspected that there is a significant effect of job satisfaction on *Organizational Citizenship Behavior* (OCB).

H<sub>3</sub>: It is suspected that there is a significant simultaneous effect between compensation and job satisfaction on *Organizational Citizenship Behavior* (OCB)

### METHOD

This study aims to examine how far the Effect of Compensation (X<sub>1</sub>) and Job Satisfaction (X<sub>2</sub>) on Organizational Citizenship Behavior (Y). The method in this research is explanatory quantitative research, which means it is a type of research that explains the influence of the independent and dependent variables. Based on the level of explanation (level of clarity), this research is classified into causal associative analysis, which is research that seeks a causal relationship or effect, namely the relationship or influence of the independent variable (X) on the dependent variable (Y).

### Population and Sample

In a study to obtain the resulting data, it is not necessary to examine all the individuals who make up the population in the study. In addition to requiring a considerable cost, it also requires a very long time and effort. Which is not small; the population in this study was 30 people. While the sample is part of the population to be studied, it is seen as an estimate but not the population itself. The example is considered representative of the people whose results represent the overall observed symptoms. The sampling technique in this study was carried out using a saturated sampling technique. Saturated sampling is a sampling technique in which all population members are used as samples. It is often done when the population is relatively small, less than 30 people, or this study makes generalizations with tiny errors.

### Data Analysis Techniques

The data analysis technique used a Likert scale consisting of instrument tests, namely validity and reliability tests. Classical assumption test consists of Normality Test, Linearity

Test, and Heteroscedasticity Test. The hypothesis in this study was tested using the t-test and F test.

## RESULTS AND DISCUSSION

### Test instrument Data

#### Validity test

Based on the results of the validity test with 12 statement items on the compensation variable (X1) which have been distributed to 30 respondents, all statement items are declared valid because they have a value of  $r_{\text{arithmetic}} > r_{\text{table}}$  for  $n = 30 - 2 = 28$  is (0.361).

Table 1 Results of Validity Tests Conducted on Compensation Instruments (X<sub>1</sub>)

Statement	r count	r table	Results
Statement 1	0.540	0,361	Valid
Statement 2	0.756	0,361	Valid
Statement 3	0.540	0,361	Valid
Statement 4	0.494	0,361	Valid
Statement 5	0.464	0,361	Valid
Statement 6	0.570	0,361	Valid
Statement 7	0.554	0,361	Valid
Statement 8	0,611	0,361	Valid
Statement 9	0.434	0,361	Valid
Statement 10	0.556	0,361	Valid
Statement 11	0.506	0,361	Valid
Statement 12	0.578	0.361	Valid

Source: SPSS V 23. Data Processing Results

Table 2 Results of a Validity Test Concerning Job Satisfaction (X<sub>2</sub>)

Statement	r count	r table	Results
Statement 1	0,725	0.361	Valid
Statement 2	0.705	0,361	Valid
Statement 3	0.379	0,361	Valid
Statement 4	0.368	0,361	Valid
Statement 5	0,734	0,361	valid
Statement 6	0,678	0,361	Valid
Statement 7	0.642	0.361	Valid
Statement 8	0.524	0.361	Valid
Statement 9	0.496	0.361	Valid
Statement 10	0.411	0.361	Valid

Source: SPSS V 23 Data Processing Results

Based on the validity test table with 10 statement items on the Job Satisfaction variable that has been distributed to 30 respondents, all statement items are declared valid because they have a calculated r-value  $> r_{\text{table}}$  for  $n = 30 - 2 = 28$  is (0.361).

Table 3 Organizational Citizenship Behavior (Y) Instrument Validity Test Results

Statement	r count	r table	Results
Statement 1	0,748	0.361	Valid

Statement 2	0,482	0,361	Valid
Statement 3	0,510 _	0,361	Valid
Statement 4	0,639 _	0,361	Valid
Statement 5	0,705	0,361	Valid
Statement 6	0,469 _	0,361	Valid
Statement 7	0,571 _	0,361	Valid
Statement 8	0,639 _	0,361	valid
Statement 9	0,498	0,361	Valid
Statement 10	0,581	0,361	Valid

Source: SPSS V 23. Data Processing Results

Based on the validity test table with 10 statement items on the *Organizational Citizenship Behavior* (Y) variable that has been distributed to 30 respondents, all statement items are declared valid because they have an  $r_{\text{arithmetic value}} > r_{\text{table}}$  for  $n = 30 - 2 = 28$  is (0.361).

### Reliability Test

This study is a test used to show that the instrument has consistency in its measurement value. The reliability test was used by comparing the Alpha value in the processing output and using SPSS v 23 statistical analysis. The following are the results of the reliability test for the three research variables studied:

Table 4 Comparison of Alpha Value with r Table

Variable	Cronbach's Alpha. value	Correlation Coefficient	Information
Compensation (X <sub>1</sub> )	0,804	0.600	Reliable
Job Satisfaction (X <sub>2</sub> )	0,766	0.600	Reliable
Organizational Citizenship Behavior (Y)	0,778	0.600	Reliable

Source: SPSS V 24. Data Processing Results

Based on the results of the *Cronbach alpha test value* > the correlation coefficient of 0.6 (*scale of thumb, annually*) that is for all reliable research variables, namely Compensation (X<sub>1</sub>), the alpha value is 0.804, and the job satisfaction variable (X<sub>2</sub>) is 0.766 and the variable *Organizational Citizenship Behavior* (Y) of 0,778. Because the alpha value of each variable is greater than the r table's value, it can use for the following test material.

### Data Normality Test

The normality test aims to determine whether the data we have are typically distributed or close to normal. The normal distribution is that the data spread around the diagonal line and follows the direction of the diagonal line or histogram graph and if the *Asym. Sig* (2-tailed) value is more than 0.05. Data normally distributed are bell-shaped, or the data is not tilted to the left or tilted to the right (Santoso, 2010: 43).

The following is a normality test using the Kolmogorov-Smirnov table:

**Table 5 Kolmogorov-Smirnov Test Results (1)**  
**One-Sample Kolmogorov-Smirnov Test**

		ABSRES _1
N		30
Normal Parameters <sup>a,b</sup>	mean	,0000
	Std. Deviation	1,09582
	Most Extreme Differences	
	Absolute	,127
	Positive	,127
	Negative	-,107
Test Statistic		,127
Asymp. Sig. (2-tailed)		,200 <sup>c,d</sup>

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Based on the *Kolmogrov-Smirnov table* above shows that the significance level is 0.200. The significance level is > 0.05, so it can conclude that the normality test is met or the data is usually distributed.

### Multiple Linear Regression Analysis

They are used to determine the direction of the relationship between the independent variable and the dependent variable, whether each independent variable is positively or negatively related, and to predict the value of the dependent variable if the value of the independent variable increases or decreases.

**Table 6**  
**Multiple Linear Regression Test**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2,898	2,856		1,015	,319		
K	,419	,077	,522	5,459	,000	,467	2,142
KK	,438	,086	,489	5,110	,000	,467	2,142

a. Dependent Variable: OCB

Source: SPSS V 2 3 . Data Processing Results

Based on the table above, the following equation can be formed:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

$$Y = 2.898 + 0.419 + 0.438 + 2.898$$

Description :

Y : *Organizational Citizenship Behavior*

a : Constant

b<sub>1</sub> b<sub>2</sub> : Regression Coefficient

X<sub>1</sub> : Compensation

X<sub>2</sub> : Job Satisfaction

e : Standard error

The regression equation above can be interpreted that:

1. The constant value (a) is 2.898, and this means that if the compensation and job satisfaction value is 0, then the *organizational citizenship behavior* value is 2.898.
2. The value of the regression coefficient for the compensation variable (b<sub>1</sub>) is 0.419, indicating the regression coefficient for Compensation on *Organizational Citizenship Behavior*. Because the value is positive, for every 1% increase in compensation, *Organizational Citizenship Behavior* will increase by 0.419%.
3. The regression coefficient value of the job satisfaction variable (b<sub>2</sub>) is 0.438, indicating the regression coefficient of Job Satisfaction on *Organizational Citizenship Behavior*. Because the value is positive, for every 1% increase in job satisfaction, *Organizational Citizenship Behavior* will increase by 0.438%.

### Coefficient of Determination

Functions to measure the linear degree between compensation and job satisfaction together on *Organizational citizenship behavior* can be seen as follows:

**Table 7**  
**Coefficient of Determination**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate	Durbin-Watson
1	,941 <sup>a</sup>	,885	,876	1.13568	2,197

a. Predictors: (Constant), KK, K

b. Dependent Variable: OCB

Source: SPSS V 2 3. Data Processing Results

From the output of the *summary model* above, it is known that the Adjusted R Square value is 0.885. This result means that compensation and job satisfaction variables affect 88.5% of Organizational Citizenship Behavior while other factors outside the research variables influence the remaining 11.5%.

### Hypothesis Testing

t

-test

It is used to test the influence of the variable *Compensation and Job Satisfaction on Organizational Citizenship Behavior* at PT Bank DKI Jakarta KCP Jatibaru. To determine whether the proposed hypothesis is accepted or rejected, look at the 5% significant table with degrees of freedom (DK) =  $n-2$ , where  $n$  = number of observations and 2 = number of independent variables.

**Table 8**  
**t test**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,898	2.856		1.015	,319
K	,419	,077	,522	5,459	,000
KK	,438	,086	,489	5,110	,000

a. Dependent Variable: OCB

Source: SPSS V 2 3 . Data Processing Results

1. Based on the statistical test above, the effect of compensation on *organizational citizenship behavior* based on the statistical test above, the t-value for the compensation variable is 6.348, while the t- the table is at a level of  $\alpha=5\%$  with  $(DK) = n-2 = 30-2=28$ , so the t- the table is equal to 1,701. These results show that  $t_{count} > t_{table}$  ( $5,459 > 1,701$ ) so that  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a significant effect between compensation (X1) on *organizational citizenship behavior* (Y).
2. The effect of job satisfaction on *Organizational Citizenship Behavior* based on the statistical test above, the results of the t- count value for the job satisfaction variable are 0.029 while the t table at the level of  $\alpha = 5\%$  with  $(DK) = n-2 = 30-2 = 28$  then obtained t table of 1.701. These results show that  $t_{count} < t_{table}$  ( $5.110 > 1.701$ ) so that  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a significant influence between job satisfaction (X2) on *Organizational citizenship behavior* (Y)

## F Test

**Tabel 9**  
**F Test (Simultan)**  
**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	267,043	2	133,521	103,524	,000 <sup>b</sup>
	Residual	34,824	27	1,290		
	Total	301,867	29			

a. Dependent Variable: OCB

b. Predictors: (Constant), KK, K

Source: SPSS V 2 3 . Data Processing Results

After doing the F test, it is obtained that  $F_{count} = 103.524$  while the value of  $F_{table}$  ( $df = n - k - 1 = 30 - 2 - 1 = 27$ ) is 3, 35. The result is  $F_{arithmetic} > F_{table}$  ( $103.524 > 3, 35$ ) thus  $H_0$  is rejected and  $H_1$  is accepted with a significant level of 0.000 ( $0.000 < 0.05$ ). Thus, it can

conclude that compensation (X1) and job satisfaction (X2) simultaneously have a significant effect on *Organizational Citizenship behavior* (Y) at PT Bank DKI Jakarta KCP Jatibaru.

### **Conclusion**

1. Compensation has a significant effect on *Organizational citizenship behavior* at PT Bank DKI Jakarta KCP Jatibaru.
2. Job satisfaction significantly affects *organizational citizenship behavior* at PT Bank DKI Jakarta KCP Jatibaru.
3. Compensation and job satisfaction simultaneously affect *organizational citizenship behavior* at PT Bank DKI Jakarta KCP Jatibaru.

### **Recommendation**

1. Compensation at PT Bank DKI Jakarta KCP Jatibaru is in good condition with 120. The statement "Employee appreciation can be in the form of promotion" needs to be improved by the way the company provides a fair and open promotion system following the achievements and performance of employees so that employees will be motivated to give their best performance to the company.
2. Job satisfaction at PT Bank DKI Jakarta KCP Jatibaru is in good condition, with 117. The statement "Having and receiving responsibility according to authority" needs to be increased by giving confidence that every employee has an important task and role in achieving the company's goals together.
3. *Organizational citizenship behavior* at PT Bank DKI Jakarta KCP Jatibaru is in good condition, with 119. For the statement "Working overtime helps co-workers complete their work." It needs to be improved by giving awards or remuneration according to employee performance. Suppose the needs have been met and the employee feels job satisfaction. In that case, the employee will be willing to do more things outside of his formal responsibilities ( *extra-role* ) to help co-workers with difficulties.

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