

The Effect of Commitment and Culture on OCB With Satisfaction as A Mediation : Study on Nasdem Political Party of Banda Aceh City

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Abstract: This study aims to examine the effect of commitment and culture on organizational citizenship behavior (OCB) with satisfaction as a mediating variable. This study was conducted in the Nasional Demokrat (Nasdem) as a Political Party Organization, in the scope of Banda Aceh city, Indonesia. The population in this study were all Nasdem party administrators in Banda Aceh City, totaling 29 personnel, 45 sub-district Nasdem administrators within the ranks of Banda Aceh City, and 200 Nasdem party sympathizers with a total of 274. In this study, the number of research indicators was 26 indicators, so that the number of samples required is as many as 130 respondents. Structural Equation Modeling (SEM) was used as an analytical method. The result provides that Commitment and Culture can explain the Satisfaction of 51.5%, and the Commitment, Culture, and Satisfaction can explain the OCB of 38.9%. Partially, commitment affects satisfaction of 0.623 or 62.3%, and culture affects satisfaction 35.6%, commitment does not affect OCB, culture has an influence on OCB of 24, 5%, and Satisfaction affects OCB of 50.9%. Furthermore, the results of the Sobel test reveals that satisfaction plays the role as a mediator for commitment and culture in affecting OCB. These results prove that the model of increasing OCB in Nasdem Party members is a function of increasing commitment and strengthening culture that utilizes satisfaction as a mediator. This also strengthens the model's proof that it turns out that commitment in influencing OCB must go through satisfaction as a mediator, in contrast to culture which can influence OCB either directly or through satisfaction as a mediator. This model has proven to be useful for practitioners in the Nasdem party of Banda Aceh city and contributes academically to strengthening management theory. Future researchers are expected to be able to develop this model by adding variables such as job satisfaction, workload, and work stress.

Keywords: Organizational Commitment, Organizational Culture, Satisfaction, Organizational Citizenship Behavior

I. INTRODUCTION

The world of politics is sometimes more dynamic than today's business organizations. The task of party officials in mobilizing their human resources must be done in a dynamic team, with flexibility becoming increasingly important and decisive. Political organizations want the support of organizational resources who are willing to carry out tasks that are not listed in their job descriptions, the behavioral attitudes of organizational human resources that

are carried out voluntarily, sincerely, happily without having to be ordered and controlled by the organization in providing good services are known as organizational citizenship behavior (OCB). According to (Robbins & Judge, 2017), the facts show that organizations that have human resources with good OCB will have better organizational performance than other organizations.

OCB is also often interpreted as behavior that exceeds formal obligations (extra-role) that is not related to direct compensation (Ahdiyana, 2010). According to (Robbins & Judge, 2017) stated "forms of extra-role behavior (OCB) can be implemented in the form of behavior, namely: Altruism, Courtesy, Conscientiousness, Sportsmanship, and Civic virtue. Increasing OCB for both members or organizational leaders is very important for the organization, for that it is necessary to know what causes or increases OCB. According to (Siders, George, & Dharwadkar, 2001) the increase in OCB behavior is influenced by two main factors, namely factors originating from within the employee (internal) such as commitment, satisfaction, competence, positive attitude, etc. while factors originating from outside the employee (external) such as the management system, leadership, organizational culture.

The National Demokrat (Nasdem) Party is a political party in Indonesia that was inaugurated at the Mercure Ancol Hotel, North Jakarta on July 26, 2011. In January 2013, the KPU determined 10 political parties that passed the administrative and factual verification stages and made the Nasdem Party the only new party. who passed as participants in the 2014 General Election with 6.72% of the vote and obtained 36 seats and ranked 8. In the 2019 election, there was an increase in the number of votes by 9.05% with 59 seats and ranked 5. However, the achievements of the Nasdem party were the best in Banda Aceh City. The Nasdem Party is one of the national parties that participated in the legislative elections in Banda Aceh City. Since 2014 the Nasdem Party has received significant votes in the legislative elections for the Banda Aceh City People's Representative Council (DPRK) where Nasdem won 5 seats out of five electoral districts. However, in the 2019 legislative election, there was a decrease in the number of seats for the Nasdem party, which

only won 3 seats. According to the belief of the party leadership, the decline in the Nasdem party's vote acquisition was related to the OCB's management, members, and sympathizers of the organization.

Based on the initial survey, it was found that the OCB of the members of the Nasdem party was not good enough. Organization members are less able to survive in an uncomfortable or unpleasant condition without complaining at all. Organizational members lose the behavior of Altruism, Courtesy, Conscientiousness, Sportsmanship, and Civic virtue. Several important factors that can improve OCB include its culture and commitment. (Lunenburg & Ornstein, 2011) stated that organizational culture is all beliefs, feelings, behaviors, and symbols that characterize an organization. The empirical study conducted by (Morrison, 1994) cited in (Kusumawardhani, 2010) supported the relationship between organizational commitment and OCB. In previous research, organizational commitment is stated to be an antecedent of pro-social extra-role performance and there is a positive relationship between the components of organizational commitment and OCB.

Based on the initial survey, it was found that the organizational commitment, that in this research we mention as "commitment", of the members of the Nasdem party was not good enough. Organization members are less loyal to the organization and intend to leave the organization one day. This shows that the commitment of the members of the Nasdem party has not been good. The next factor is organizational culture, which we mention in this research as "culture". In business, these systems are often regarded as corporate culture. No two persons are alike, no organizational culture is identical. Experts and consultants believe that cultural differences have a great influence on organizational performance and the quality of work-life experienced by organizational members.

This is supported by research conducted by (Sari & Hajriani, 2015) which stated that there is a positive and significant influence between organizational culture on OCB. (Johannes & Silitonga, 2013) research also found that organizational culture was able to influence the OCB of employees. Furthermore, (Rini, Rusdarti, & Suparjo, 2013) found that organizational culture was able to have a positive and significant effect on the OCB of employees. Based on the initial survey, it is known that the culture of the members of the Nasdem party is not good enough. Organizational members focus less on results than on the techniques and processes used to achieve them and are less loyal. Members of the organization are also not aggressive and competitive to carry out the culture as well as possible.

Basically, a person at work will feel comfortable and have high loyalty to his organization, if in his work he feels satisfaction following what he wants. A worker's satisfaction will have a positive impact on the company, so job satisfaction is a factor that is considered by the organization to

get maximum work results. If an employee feels satisfied with his work, of course, he will try to the maximum with his abilities in completing his duties and responsibilities. Work results and employee productivity will increase optimally. Employees experience positive situations with their work, they tend to engage in pro-social behavior.

Job satisfaction will reflect the feelings of an employee towards his work which is indicated by the employee's attitude towards his work and everything in his work environment. Job satisfaction is seen not only when carrying out work, satisfaction also has an attachment to other aspects such as interaction with superiors, co-workers, obeying the rules, and looking comfortable with the work environment. (Hughes, Ginnett, Curphy, & Izzati, 2012) stated that job satisfaction is related to one's attitude about work, and there are several reasons that make job satisfaction an important concept for leaders.

The need for culture is the basis for norms and values to be embraced and applied by employees in realizing company goals. Employees who work based on culture are expected to be able to provide the best and influence job satisfaction of employees because employees feel comfortable where the employee works. Employees who can adapt to the culture where the employee works will bring positive behavior, namely OCB. With job satisfaction obtained by employees, organizations hope to behave positively, namely OCB to help organizational productivity. This is supported by the opinion of (Titisari, 2014) which states that internal factors can shape OCB, one of which is the most important is job satisfaction. , the statement is logical that job satisfaction is the main determinant of OCB.

II. THEORETICAL STUDIES

Organizational Citizenship Behavior (OCB)

(Luthans, 2012) defined "OCB as a discretionary behavior, not directly or explicitly recognized by the normal requirements of the job, but in the aggregate can increase the effective functioning of the organization. (Griffin & Moorhead, 2013) also suggested that OCB refers to individual behavior that contributes positively to the overall organization. Based on these two definitions the author defines that OCB is a behavior that is not part of the formal rules of the organization, but if done will have a good influence on the organization.

(Kreitner & Kinicki, 2013) suggest that OCB is very important for two reasons. First, when individuals behave in OCB, it is possible to create a positive impression about that person among their co-workers. Second, the more someone who behaves in OCB, the more positive the results obtained by the organization will be. OCB is a voluntary activity carried out by individuals even though these actions are not part of their duties as members of the organization, but on the initiative to make the best contribution to the organization.

According to (Titisari, 2014) increasing OCB is influenced by two factors, namely internal factors, and external factors:

1. Internal Factors

a) Satisfaction

Satisfaction is the main determinant of a person's OCB. A satisfied person is more likely to speak positively about the organization, help co-workers, and make their job performance exceed normal expectations, moreover, someone will be more obedient to the call of duty, because they want to repeat their positive experience.

b) Organizational Commitment

Organizational commitment is another factor that plays a role in shaping OCB. Based on the research conducted, it was found that effective commitment is a predictor of OCB, so organizational commitment is very influential on the emergence of OCB.

c) Personality

Individual differences are predictors that play an important role in a person so that someone will show their OCB, it is believed that some people who show their personality will be more likely to display OCB.

d) One's Morality

The moral is a person's moral obligation to society or his organization. There are 3 (three) moral elements, namely awareness, love, and courage.

e) Motivation

It is a willingness to make a high effort to achieve organizational goals as required by the ability of the effort to satisfy some needs. There are 3 (three) characteristics of motivation, namely effort, will, and direction/goal.

f) Organizational Climate

Is a collection of environmental patterns that determine the emergence of motivation and focuses on perceptions that are reasonable or can be assessed, so that they influence employee performance and organizational performance. There are 3 (three) characteristics of organizational climate, namely internal, organizational and individual.

2. External Factors

a) Leadership Style

According to (Utaminingsih, 2014) "leadership style is the tendency of leader activity orientation

when influencing the activities of subordinates to achieve organizational goals and objectives. There are two leadership styles, namely task-oriented leadership (task-oriented) and employee-oriented leadership style (employee-oriented).

b) Trust in the Leader

Trust is a sense of trust that a person has in others based on integrity, reliability, and concern (Utaminingsih, 2014). There are 3 (three) types of trust, namely trust based on rejection, knowledge, and trust-based on identification.

c) Organizational Culture

Organizational culture according to (Titisari, 2014) refers to a system of shared meanings adopted by a person to distinguish an organization from other organizations

According to (Titisari, 2014:7) OCB indicators are as follows:

1. Altruism, which is behavior performed by individuals voluntarily in their role as a person who is more concerned with the interests of others than his interests. This indicator leads to providing assistance that is not an obligation borne.
2. Civic Virtue, namely behavior that is carried out by individuals voluntarily in their role as someone to participate and be responsible in overcoming organizational problems for the sake of organizational continuity.
3. Sportsmanship, namely behavior carried out by individuals voluntarily in their role as a person in the form of tolerance to survive in an uncomfortable or unpleasant condition without complaining at all.
4. Conscientiousness, namely behavior that is carried out by individuals voluntarily in their role as someone to improve their performance in various ways, even when they have to require creativity and innovation for organizational improvement. This indicator reaches far above and beyond the call of duty.
5. Courtesy, namely behavior carried out by individuals voluntarily in their role as a person to prevent problems in the organization either due to provocations from outside the organization or from individuals within the organization. A person who has this indicator is a person who respects and cares for others.

Satisfaction

The level of disappointment and internal conflict between an organization will be reduced if they feel satisfied at work. Satisfaction is a person's psychological feeling that arises as a result of the work done. The following is the definition of satisfaction according to experts:

1. (Hartatik, 2014) defines satisfaction as follows: "It is one of the psychological aspects that reflects a person's feelings towards his job."
2. According to (Robbins & Judge, 2017) Satisfaction is defined as follows: "As a positive feeling about one's work which is the result of an evaluation of its characteristics."

Satisfaction defined by experts can be concluded that satisfaction is a psychological aspect in the form of positive feelings about one's work which is the result of an evaluation of its characteristics.

The level of satisfaction of a person in the organization is different. According to (Robbins & Judge, 2017) four factors determine or encourage satisfaction, namely challenging work, appropriate rewards, supportive working conditions, and supportive coworkers. Whereas (Adhika & Riana, 2016) in their research stated that two factors influence employee satisfaction, namely organizational culture and organizational commitment.

(Hartatik, 2014) explained things related to satisfaction, namely the level of productivity, and the level of attendance. According to (Kreitner & Kinicki, 2013) the variables related to the level of satisfaction are:

1. Motivation

A person's motivation is quite influential on satisfaction. One of the factors for the emergence of this motivation is their satisfaction with their work. The need for more attention from the organization to consider its efforts in increasing satisfaction, one of which is through various efforts to increase satisfaction.

2. Quitting Someone (Turnover)

The termination of someone is an important thing that must be considered by the organization. This will be a waste of time and cost. One of the reasons people stop working is their lack of satisfaction at work.

3. Absence

Someone satisfied with their work tends to have a high attendance rate, otherwise, if someone is dissatisfied, their attendance level at work tends to be low. They are often absent for illogical reasons.

4. Involvement in work

Their involvement in certain jobs makes them feel valued. This will be a separate consideration for them, and someone will feel satisfied when their work is appreciated.

5. Behavior as a member of a good organization

A member of an organization who behaves well reflects a sense of satisfaction with the organization. The good behavior shown by members is the contribution they make to the organization.

6. Organizational commitment

Organizational commitment reflects how an individual identifies with the organization and is bound by its goals. Satisfaction is quite influential on one's commitment.

7. Stress

Stress has a negative impact on a person's behavior towards the organization, they will tend to be absent from work, even to the point of stopping work. By increasing their satisfaction at work will reduce the negative impact.

8. Work performance

The good performance shown by someone in their work is a reflection that they are doing their job well. To be able to do a good job, the first step needed is that they must love and feel satisfied with the work they do.

According to (Hasibuan, 2014) satisfaction indicators are Loyalty, Ability, Honesty, Creativity, Leadership, Salary rate, Indirect job satisfaction, and Work Environment.

Organizational Commitment

(Mowday, Porter, & Steers, 2013) defined work commitment as the relative strength of an individual's identification and involvement with the work organization. Temporary, (Guay, Choi, Oh, & Mitchell, 2015) viewed the work commitment as a value orientation towards work which shows that individuals really think about their work, work provides life satisfaction, and work provides status for individuals. (Coryanata, 2014) defined commitment as encouragement from within the individual to do something to support the success of the organization following its goals and prioritize the interests of the organization over its interests. Commitment will make the organization more productive (Luthans, 2012). Strong organizational commitment in individuals will cause individuals to strive to achieve organizational goals following organizational goals and interests (Angle & Perry, 1981); (Mowday, Steers, & Porter, 1979) in (Coryanata, 2014). The influence of participation in the budgeting process on performance will be high if the organizational commitment of the leadership is high. Conversely, the influence of participation in the budgeting process on performance will be low if the organizational commitment of the leadership is low (Coryanata, 2014). According to (Soekidjan, 2009) the indicators of commitment behavior that can be seen in employees are Make adjustments, Emulate loyalty, Actively support, and Making personal sacrifices.

Organizational culture

According to (Nayati, 2012) "culture is the whole of human life which consists of various equipment and consumer goods, various rules for people's lives, ideas and human creations, beliefs, and human habits. Culture is a comprehensive complex combination consisting of knowledge, belief, art, morals, law, custom and various other capabilities and habits acquired by a human being as part of society.

Culture is the norms and habits that are accepted as truth by everyone in the organization, the culture itself becomes a common reference among humans in interacting within the organization. Organizational culture is the values, principles, traditions, and attitudes that influence the way members of the organization act." (Robbins & Judge, 2017). Organizational culture is defined as a system of shared meanings, values, and beliefs in an organization that becomes a reference for acting and differentiate one organization from another. According to (Robbins & Judge, 2017), "there are 7 dimensions of organizational culture, namely Innovation and risk-taking, Attention to detail, Oriented to results (outcome orientation), People orientation, Team orientation, Aggressiveness, and Stability.

III. METHOD

Population and Sample

The population in this study was all Nasdem party administrators in Banda Aceh City, totaling 29 personnel, 45 sub-district Nasdem administrators within the ranks of Banda Aceh City, and 200 Nasdem party sympathizers with a total of 274. In this study, the number of research indicators was 26 indicators, so that the number of samples required was as many as 130 respondents.

So based on the above formula can be taken a sample of a population of 130 respondents. The sampling technique in this study used simple random sampling.

Data analysis method

Data were analyzed in this study using The Structural Equation Modeling (SEM) method (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014) ; (F. Hair Jr et al., 2014). Confirmatory factor analysis (CFA) was used as the measurement model test. The research paradigm is shown in the following figure.

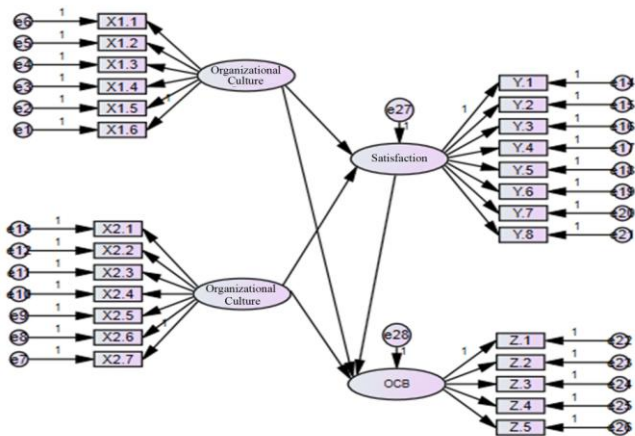


Figure 1. SEM model

In this section, the path diagram is changed into a structural equation and the measurement model is carried out in this third step, the model stated in the path diagram is displayed in two basic categories, namely as follows:

$$Y = \beta_{11}X_1 + \beta_{12}X_2 + e_1$$

$$Z = \beta_{21}X_1 + \beta_{22}X_2 + \beta_{23}Y + e_2$$

Where:

$\beta_1, \beta_2, (\beta_{\alpha})$ = Direct relationship of variables exogenous to endogenous variable.

- X_1 = Commitment
- X_2 = Culture
- Z = OCB
- Y = Satisfaction

IV. RESULTS

Research result

Testing using SEM, the estimation was done gradually, wherein the first stage by performing the CFA test, and the second stage was the structural model test (Ghozali, 2017).

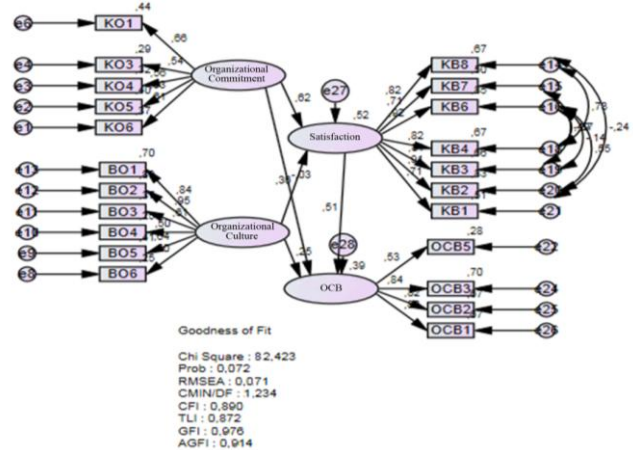


Figure 2. Structural Equation Model (SEM) Test Results

The critical limit for proving the hypothesis is accepted or not is above 1.96 for the CR value and below 0.05 for the P-value.

Table 1. Test the research hypothesis

			Estimate	S.E.	C.R.	P	R-Square
Satisfaction	<---	Comitment	0.623	0.119	5.104	0.000	0.515
Satisfaction	<---	Culture	0.356	0.104	3.741	0.000	
OCB	<---	Commitment	-0.032	0.094	-0.235	0.815	0.389
OCB	<---	Culture	0.245	0.075	2.259	0.024	
OCB	<---	Satisfaction	0.509	0.083	3.272	0.001	

Source: Data Processed (2020)

Based on the results in Table 1, the statistical equations (1) and (2) can be formulated:

$$\text{Satisfaction} = 0.623 \text{ Commitment} + 0.356 \text{ Culture}$$

$$\text{OCB} = -0.032 \text{ Commitment} + 0.245 \text{ Culture} + 0.509 \text{ Satisfaction}$$

From Table 1 we can see the R-square value for the Commitment and Culture effect on Satisfaction is 0.515. This shows that together the variables of Commitment and Culture can explain the Satisfaction variable of 51.5%, while the remaining 48.5% is explained by other variables outside the study.

The value of R-square for the Commitment, Culture, and Satisfaction effect on OCB is 0.389. This shows that together the variables of Commitment, Culture, and Satisfaction can explain the OCB variable by 38.9%, while the remaining 51.1% is explained by other variables outside the study

The Commitment Effect on Satisfaction

Testing Commitment effect on Satisfaction obtained CR 5.104 with a significance 0.000. It explains that Commitment affects increasing satisfaction. The coefficient of the effect of Commitment on Satisfaction is 0.623 or 62.3%. This indicates that the better the Commitment will have a positive and significant impact on increasing satisfaction.

The Culture Effect on Satisfaction

Testing Culture effect on Satisfaction obtained a CR 3.741 with a significance 0.000. It reveals that Culture affects increasing satisfaction. The coefficient of the influence of Culture on Satisfaction is 0.356 or 35.6%. This indicates that the higher the level of Culture will increase Satisfaction.

The Commitment Effect on OCB

Testing Commitment effect on OCB obtained a CR - 0.235 with a significance 0.815. Thus it reveals that Commitment does not affect OCB.

The Culture Effect on OCB

Testing the Culture effect on OCB obtained a CR 2.259 with a significance 0.024. It indicates that Culture influences increasing OCB. The coefficient of the influence of Culture on Employee Performance is 0.245 or 24.5%. This indicates that the higher the level of Culture will increase the OCB.

The Satisfaction Effect on OCB

Testing Satisfaction effect on OCB obtained CR 3.272 with a significance 0.001. It shows that satisfaction affects OCB. The coefficient of the influence of Satisfaction on OCB is 0.509 or 50.9%. This indicates that higher satisfaction will have a direct effect on increasing OCB.

The Commitment Effect on OCB through Satisfaction

The Commitment Effect on OCB through Satisfaction is explained as follows.

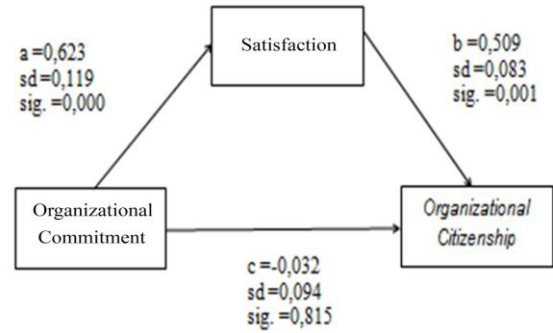


Figure. 3 Testing the Commitment Effect on OCB through Satisfaction

From the results of the Sobel test calculation, the result is 3.981 and is significant at = 0.000. Thus, satisfaction acts as a variable that mediates the Commitment effect on OCB. Thus, because satisfaction effect is significant/ acts as a mediation variable, Commitment has no significant effect on OCB, the role of satisfaction in mediating the Commitment effect on OCB is as a full mediation.

Based on Figure 3, the results of the Sobel scores can be seen in Table 2 as follows:

Table 2. Results of the Sobel Test of Commitment Effect on OCB Through Satisfaction

Input:	Test statistic:	Std. Error:	p-value:
a 0.623	Sobel test: 3.98171236	0.07964086	0.00006842
b 0.509	Aroian test: 3.95144021	0.08025099	0.00007768
s _a 0.119	Goodman test: 4.01269109	0.07902602	0.00006003
s _b 0.083	Reset all	Calculate	

The Culture Effect on OCB through Satisfaction

The results showed that testing the Culture effect on Satisfaction through satisfaction can be explained as follows:

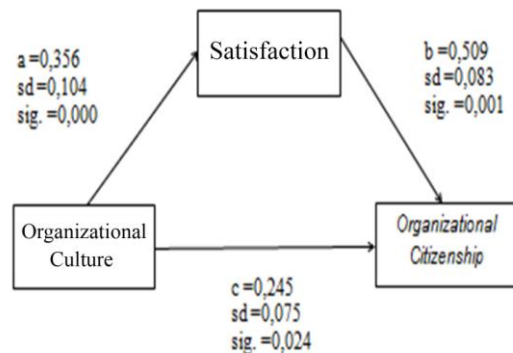


Figure: 4. Testing the Indirect Effect of Culture on OCB through Satisfaction

From the results of the Sobel test calculation, the result is 2,988 and is significant at = 0.004. Thus, satisfaction acts as a mediation variable in the Culture effect on OCB. Thus, because satisfaction has a significant effect and acts as a mediating variable, Culture has a significant effect on OCB,

then the role of Satisfaction in mediating the relationship between Culture and OCB is as a partial mediation.

Based on Figure 4, the results of the Sobel scores can be seen in Table 3 as follows:

Table 3. Results of the Sobel Test of Culture Effect OCB Through Satisfaction

Input:	Test statistic:	Std. Error:	p-value:
a 0.356	Sobel test: 2.98896702	0.06062429	0.00279922
b 0.509	Aroian test: 2.9591216	0.06123574	0.00308517
s _a 0.104	Goodman test: 3.0197341	0.06000661	0.00252997
s _b 0.083	Reset all	Calculate	

V. CONCLUSIONS

Based on the discussion of the research results that have been described in the previous section, the following conclusions can be drawn:

- 1) Commitment affects the satisfaction of members of the Nasdem Party of Banda Aceh city.
- 2) Culture affects the satisfaction of members of the Nasdem Party of Banda Aceh city.
- 3) Commitment does not affect the OCB of members of the Nasdem Party of Banda Aceh city
- 4) Culture affects OCB among members of the Nasdem Party of Banda Aceh city.
- 5) Satisfaction affects OCB on members of the Nasdem Party of Banda Aceh city.
- 6) Satisfaction fully mediates the effect of Commitment on OCB on members of the Nasdem Party in Banda Aceh city.
- 7) Satisfaction partially mediates the influence of Culture on OCB on members of the Nasdem Party in Banda Aceh city.

These results prove that the model of increasing OCB in Nasdem Party members is a function of increasing commitment and strengthening culture that utilizes satisfaction as a mediator. This also strengthens the model's proof that it turns out that commitment in influencing OCB must go through satisfaction as a mediator, in contrast to culture which can influence OCB either directly or through satisfaction as a mediator. This model has proven to be useful for practitioners in the Nasdem party of Banda Aceh city and contributes academically to strengthening management theory. Future researchers are expected to be able to develop this model by adding variables such as job satisfaction, workload, and work stress.

Some suggestions for practitioners that mapped from the result are:

- 1) For the Commitment variable, the most influential indicator is the sense of belonging to the organization. This can be a consideration for organizations in improving OCB and Satisfaction so

that in the future they focus more on growing a sense of belonging to the organization.

- 2) For the Culture variable, the most influential indicator is attention to detail. This can be a consideration for organizations in improving OCB and Satisfaction so that in the future they will evaluate the details of the work carried out.

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